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TOUCHING BASES



US Army Cadet Command

Soldier/Family Resource Guide

Table of Contents

Table of Contents	i
Preface.....	v
The Survey	v
The Guide Layout	v
Terminology.....	v
Point of Contact	v
Introduction.....	vi
Chapter 1 - Understanding What We Do, “Train the Cadet”	1
Cadet Command Mission.....	1
The Cadet	1
Chapter 2 - Role of the Command Spouse.....	5
Introduction.....	5
Welcome the New Member	5
Establish and Maintain a Team.....	5
Coordinate Social Functions	5
Mentoring.....	6
Chapter 3 - Family Support Groups.....	7
What Is a Family Support Group?	7
How Do You Establish an FSG?	7
Suggest Project Ideas	7
Sample Duties for the Family Support Group	7
Chapter 4 - Relocation	10
Introduction.....	10
Housing	10
Schools.....	11
Childcare	11
Exceptional Family Member Program.....	12
Spouse Employment	14
Job Search Tips	15
Resume Preparation	15

Chapter 5 - Community Resources	17
Introduction.....	17
Recreation Facilities and Programs	17
Parking	17
Scholarship for Family Members.....	17
Federal Aid.....	18
State Aid.....	19
Chapter 6 - Medical and Dental Programs.....	20
Medical Care	20
Types of TRICARE	20
Dental Care	25
Locating a Dentist.....	25
Active Duty Dental Care.....	26
Chapter 7 - Army Family Team Building.....	27
Army Family Team Building (AFTB).....	27
Recommended Cadet Command Participation	27
Chapter 8 - Spouse 101	28
First Things First.....	28
Protocol	28
Ceremony.....	28
Ceremony Guide	31
What Do I Wear?	31
Good Table Manners.....	32
Types Of Responses.....	33
Military Rank And Insignia	34
Military Time Conversion.....	35
Military and Army Acronyms and Terms.....	36
Appendix A - ROTC Organizational Chart	A-1
Appendix B - Crisis Management.....	B-1
Appendix C - Being an Advocate	C-1
Appendix D - Family Resource Checklist	D-1
Appendix E - Power of Attorney and Wills.....	E-1
Appendix F - Childcare Checklist.....	F-1

Appendix G - TRICARE	G-1
Appendix H - Army Family-Team-Building Course Descriptions	H-1
Appendix I - Family Support Group Structure	I-1
Appendix J - Scholarships and Student Loans for Family Members.....	J-1
Appendix K - Leave and Earnings Statement.....	K-1
Appendix L - Domestic Abuse Hotline and Referral Numbers.....	L-1
Appendix M - Inspirational Notes	M-1
Appendix N - Cadet Rank and Insignia	N-1
Appendix O - Internet Resources.....	O-1
Appendix P - Sample Resume	P-1
Appendix Q - University Organization Chart.....	Q-1
Bibliography	Bibliography-1

Preface

Purpose

This resource guide has been assembled to assist the soldier and his family with the transition into Cadet Command.

The Survey

In January of 2000, Cadet Command surveyed the command to assess the needs of soldiers and families. The development of this resource guide used the results of this survey. The Command received 318 responses.

TRICARE and Medical Resources received the greatest attention from the survey. Eighty-five percent of responses needed local information and listings on: TRICARE providers, DOD installation medical services, college medical facilities, and available Exceptional Family Member Program (EFMP) services.

The other major issue is information on Community Resources. The need for relocation resource guides, local school and child-care information, available campus services, and recreational activities. Over eighty percent of the respondents indicated a need to have these issues addressed.

Most spouses indicated a willingness to mentor new Army spouses, but agreed that they needed information.

The Guide Layout

This resource guide has a tear-out section. The tear-out section is provided as a separate document to be used as a mentoring tool for cadets, their “significant others,” and anyone desiring an introduction to Army life style.

Terminology

Unless stated otherwise, masculine nouns and pronouns refer to both men and women.

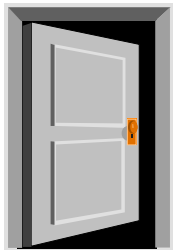
The term “university” implies “university or college.”

Point of Contact

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Introduction

Nine Cadet Command spouses compiled the resource and reference materials that comprise this resource guide. Their thoughts and efforts welcome you to the command.



We sincerely hope that this book will give you answers to the many questions you may have about the different aspects of being stationed at remote locations. You have a unique opportunity to be ambassadors to your community - to expose people, who may not otherwise have any exposure, to “life with the military.” We hope this will be a positive experience for you and your family. Remember to “bloom where you are planted!” Have fun, and may God bless you!

Mary Jane Dinsmore
University of Oregon

Since we are not issued a “life skills” manual at birth, this resource guide will perhaps help point you in your desired direction. Often we don’t know what questions to ask so we can not get the right answers. This book should help you not only grasp your questions, but also give you a resource to pursue your answers.

Norma Sefren
Eastern Illinois University

Being assigned to a university setting as an Army spouse is a unique experience. You’re taken out of your comfort level of living near a post with all of its amenities to living a civilian lifestyle. For some, the transition comes easy and is welcomed, while others have a difficult time adjusting. The best thing you can do for yourself is to have a positive attitude about your new surroundings. Appreciate what resources you have close at hand and don’t dwell on what is not available. I hope this guide helps you to enjoy your time near a campus because it will go by so fast. Enjoy!

Maria Montgomery
Edinboro University of Pennsylvania

Welcome to the Cadet Command Family! The adventure you are about to begin will offer you many new challenges and opportunities. I hope this guide will empower you with some resources, tools and confidence as you accomplish your goals as a Cadet Command spouse. I wish you many successes and joys. Have fun and God Speed.

Suzette “Missy” Rooker
HQ 2nd Region ROTC, Fort Knox, Kentucky

Welcome to Cadet Command. The nomadic lifestyle of the military puts us all in the position of being “newcomers.” Don’t despair. There is always someone or something that can help you with transition. You are not alone. May the past experiences of the ones who have gone before you pave your way into Cadet Command lifestyle a smoother road to follow. Good luck, and reach for the stars.

Vickie L. Clever
1st Region, Carolina Brigade

“Legacy—something that has come from a predecessor or the past.” We extract experiences from our past in order to have a better future. The tools and resources listed in this guide will broaden your choices and help you grow. You will also learn valuable lessons in your military lifestyle. Share your experiences with other military families. Empower yourself with knowledge by becoming a volunteer, getting involved, being an advocate, making a difference. Knowledge leads to self-reliance. One attribute that makes Army Families special is that we share ideas and information to take care of our own, remain ready and informed. I hope this pamphlet will help you cope with the challenges that lie ahead.

Waleska Pizarro
University of Puerto Rico

There are obstacles in everyone’s life. Together, with information and genuine concern, we can help each other overcome these obstacles. Working as a team with our spouses, we help build, teach, and strengthen the future of our Army. Information is like a piece of fabric. Alone it serves no purpose. You are the stitches that pull it together. This “handbook” is your quilt. With you to hold it together and your family as your binding, we form a “quilt of life.” Feel the warmth of those who cared enough to teach you to sew. “Happy Quilting.”

Tina Olson
Syracuse University

Go to a football game... buy a college sweatshirt...and have fun. Each new military assignment offers unique learning opportunities. Take the time to know what your college community offers. Go out and explore your new environment, take day trips to neighboring areas, visit museums and historical sites, and go to local festivals and celebrations. Enjoy what you have today because you may never travel this way again.

Ann Reed
University of Houston

Memories. No two are the same and this is true with our assignments in the Army. You are embarking on an exciting adventure as you begin your tour in an Army ROTC Battalion. It is a unique assignment filled with many new and different experiences. Enter it with a commitment to find the best in every encounter with cadets, cadre and the college/university community. You and your family will benefit greatly if you seek to become familiar with your new area by reaching out to the community and learning what makes it unique. Enjoy this time as a family as you influence the Army's future leaders.

Beth Carey
Wheaton College

Chapter 1 – Understanding What We Do—”Train the Cadet”

1. Cadet Command Mission.

“Commission the future officer leadership of the U.S. Army and motivate young people to be better citizens.”

2. The ROTC Battalion Organization. In simple terms, the battalion is comprised of the ROTC cadre members. The battalion (cadre strength varies) consists of the Professor of Military Science (BN CDR), Assistant Professor of Military Science (XO), Assistant Professor of military Science (ROO), Assistant Professor of Military Science (ADMIN/LOG), Assistant Professor of Military Science (Training), Senior Military Science Instructor (SGM/MSG), Military Science Instructor (SFC/SSG), Administrative NCO (SSG/SGT or Technician DA CIV), and the Logistical NCO (SFC/SSG/SGT or Technician DA CIV).¹

3. The Cadet. The cadet is a college student enrolled in an Army ROTC Program.²

a. There are six levels of ROTC cadet enrollment:

MS I Cadet —a cadet enrolled in the first year of the military science curriculum.

MS II Cadet —a cadet enrolled in the 2nd year of the military science curriculum.

MS III Cadet —a cadet enrolled in the 3rd year of the military science curriculum.

MS IV Cadet —a cadet enrolled in the 4th year of the military science curriculum

MS V Cadet —a cadet on an approved extension of scholarship benefits.

MS VI Cadet—a cadet who has completed his military science requirements except for Professional Military Education, but has not finished his baccalaureate degree requirements.



b. Cadet Courses.

(1) Basic Course is the first two years of the ROTC program (MS I and MS II). The cadet normally takes the courses during his freshman and sophomore years.

(2) Advanced Course is the last two years of the ROTC program (MS III and MS IV). This includes advanced camp. The cadet normally takes the courses during his junior and senior years.

¹ See Appendix A for the ROTC Battalion Organization Chart.

² See Appendix N for Cadet Rank and Insignia.

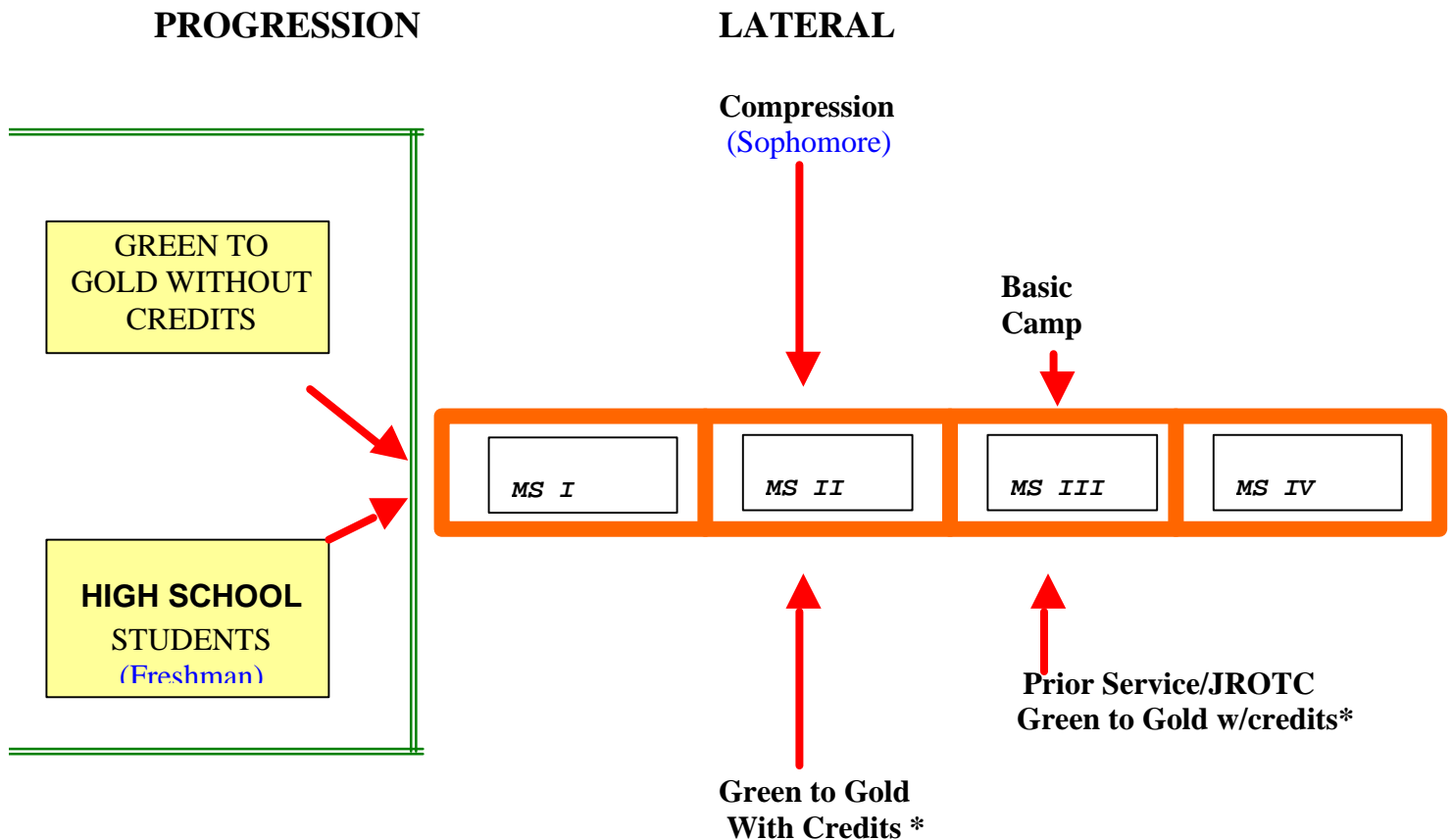
c. Camp:

(1) Basic Camp (Camp Challenge) is a five-week training course conducted at Fort Knox, Kentucky. The cadet normally attends this camp before his junior academic year. It is one of the alternate routes for a cadet to enroll in the two-year advanced course of the ROTC program.

(2) Advanced Camp is a five-week training program conducted at Fort Lewis, Washington. It is a part of the advanced course. The cadet usually attends this camp between the MS III and MS IV years.

d. The Cadet Entry Process

CADET ENTRY PROCESS



* Depending on Time in Service

(1) Progression - The normal progression is that a student would start as an MSI then MSII, MSIII, MSIV and Commission. These students are said to be academically aligned (Freshman, Sophomore, Junior and Senior).

(2) Lateral Entry - Cadets are either Compression Cadets who take MSI and MSII semester courses concurrently or receives one-year credit from prior service or Junior ROTC.

(3) Contracted MS III –

- a) Progression Cadets who have completed MSI and MSII in the normal progression.
- b) Basic Camp Contracted Cadets
- c) Lateral Entry Contracted Cadets are:
Prior Service/National Guard/ Reserves/Junior ROTC

(4) Green to Gold – enlisted soldiers with officer potential who have served at least two years on active duty are allowed to voluntarily request discharge from active duty, and enroll in Army ROTC to earn baccalaureate degrees and commissions as second lieutenants.

4. University Hierarchy.³ The key personnel at colleges and universities are as follows:

- a. The President or Chancellor is in Charge of the school. He or she is usually focused on public relations and funding raising.
- b. The Vice-President, Provost or Vice-Chancellor serves as the Chief of Staff. He or she is usually focused on the day to day operations of the University.
- c. The Academic Dean(s) are focused primarily on departments within school (i.e. Military Science, Business, and Psychology).
- d. The Dean of Admissions/Registrar/Enrollment is focused on enrollment numbers and the recruitment of students.
- e. Additional key faculty members are the Vice President for Finance and Budget, the Public Affairs Director, the Athletics Director and the Coaches, the Director of Buildings & Grounds, the Dean of Students, and the Housing Director.

5. Partnership Schools.

An institution which has a partnership agreement with a host Battalion or Extension Center. This agreement will allow a student enrolled in the institution (for the purpose of academic study leading to a degree) to be enrolled in a ROTC program of a host Battalion or Extension Center.

6. Alumni Support

- a. A continued relationship with the alumni Association at your school is encouraged. Alumni members may be able to serve as mentors for cadets. Cadre members are encouraged to join the Alumni Association.

³ See Appendix Q for University Organization Chart

b. The alumni Association at your school may have a Military Association Chapter. These chapters may assist cadets with loans for books and school supplies. In addition, the Military Association Chapter may assist with the recruitment of cadets.

7. Cadet Fund raising

Cadet Fund Raisers not only provide a source of revenue but also visibility for the ROTC program. Fund raisers may include such activities as T-shirt and candy sales, fun runs which include entry fees and prizes, raffles, car washes, delivery of balloons/flowers for special occasions and valet parking services during sporting events.

8. Gold Bar Lieutenant

Cadets who have graduated from the ROTC program and who have are selected to remain on the compass for 120 days for the purpose of recruiting. This term is normally prior to the commencement of the Officer Basic Course.

Chapter 2 – Role of the Command Spouse

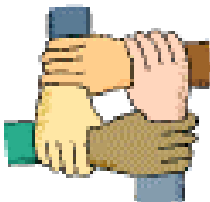


1. Introduction. “What is my role? What should I be doing?” The role of the Cadet Command spouse is significantly different from the role of a spouse on post. Distinctive challenges will be isolation from a military installation and its traditional resources (e.g., spouses club and associations, Army Community Centers, and Medical and Legal Resources). The first and most important role of the Command spouse is to understand the role of your spouse. He has the responsibility to mold Army leaders of the future. Often your spouse will have to spend long hours at the office, long hours at a Field Training Exercise (FTX) and possibly an entire summer at summer camp. The Cadet Command spouse will discover that the use of civilian community resources will be paramount. The role of the Professor of Military Science (PMS) spouse is to serve as a mentor and a role model for cadets and their families, a community-outreach representative, and a focus for networking and communicating between cadre spouses and their families. He will also be encouraged to promote Army Family Support Groups and Army Family Team building. In addition, the Cadet Command spouse (especially the PMS spouse) will be involved in the university’s activities. In a word, the university and the civilian communities will be your “Army post.”

This section will assist the spouses of Region Commanders, Brigade Commanders, Sergeants Major, and Professors of Military Science in their roles as command spouses. In addition, this section will provide survival skills.

2. Welcome the New Member. An important role of the command spouse is to welcome new members to the unit. The following are suggestions:

- a. Make phone contact.
- b. Make a personal visit.
- c. Host social functions.
- d. Prepare a welcome packet or letter.



3. Establish and Maintain a Team. The command spouse should establish a rapport with spouses. For example, the senior officer spouse should foster a relationship with the senior enlisted spouse.

4. Coordinate Social Functions. The command spouse should take the lead in promoting activities that include all cadre families. However, the command spouse should not personally host all social functions.

5. Mentoring. The command spouse should develop his role as a mentor. The command spouse should serve as a mentor for cadets as well as for spouses within the unit. The following references should serve as “idea triggers” for the mentoring process.

a. Activities for mentoring cadets:

- (1) Sponsor open forums (discussion groups with cadets or their spouses, fiancées, parents).
- (2) Host and present Army Family Team Building Level I.
- (3) Sponsor command receptions (these may include holiday celebrations, end-of-term festivities, and pre-camp activities).
- (4) Sponsor welcome home after FTX.
- (5) Prepare care packages (this may be as simple as preparing a batch of “Mom’s good old brownies”).
- (6) Attend functions (such as awards ceremonies and commissioning ceremonies).

b. Activities for mentoring cadets, cadre, spouses, and families:

- (1) Host regular informal gatherings. The emphasis here is on *regular* gatherings. Do not limit gatherings to the annual holiday activity.
- (2) Establish and maintain a phone tree, email list, and mailing address information.
- (3) Develop a method of communicating with families (this may be a newsletter or a family bulletin).



Chapter 3 – Family Support Groups

1. What Is a Family Support Group?

A Family Support Group (FSG) is a support system for soldiers and family members. The FSG in Cadet Command is vital in provides a network of communication and support. The FSG's goal is to open channels of communication and reduce social isolation. Through the FSG, families become self-sufficient and feel that they are an integral part of the Command and of the Army. The FSG benefits the Cadet Command unit by expressing to spouses that the command supports them and is concerned about their social and emotional needs. In addition to giving families a feeling of belonging, support groups provide an additional avenue for problem solving at the unit level and a constructive means of addressing issues through the chain of command.³

2. How Do You Establish an FSG?

Initially the FSG should establish goals, objectives, structure, and specific responsibilities. The following suggestions will help you get started:

- a. Determine support resources.
- b. Actively recruit motivated spouses to develop a FSG.
- c. Obtain personnel rosters (mailing and telephone information).
- d. Determine roles of the members (e.g., leader, treasurer).
- e. Establish governing rules for the support group.

3. Suggest Project Ideas.

- a. Hospitality projects (e.g., develop a sponsorship and welcome program).
- b. Self-help projects.
- c. Fund raisers.
- d. Party planners.
- e. Esprit builders (e.g., assistance for new mothers, sitter services, local charity work).

4. Sample Duties for the Family Support Group.

- a. University Family Member Representative:

³ See Appendix I for Cadet Command Family Support Group Structure.

- (1) Obtain names, addressees, and phone numbers.
 - (2) Organize coffee/tea group.
 - (3) Select reporter for newsletter.
 - (4) Select contact person.
 - (5) Select hospitality person.
 - (6) Determine dates of monthly meetings.
 - (7) Organize spouse phone tree (use to distribute information).
 - (8) Notify hospitality person of people/events to be remembered with cards for special occasions.
 - (9) Arrange refreshments for FSG meetings.
 - (10) Encourage family members and spouses to attend and participate.
- b. Contact Person:
- (1) Call school family spouses on a regular basis (inquire if they need assistance and or let them know they are thought of and cared for) to ensure the FSG is working.
 - (2) Inform University Family Member Representative of identified problems.
 - (3) Help combat rumors.
- c. University Family Member Reporter:
- (1) Obtain information from PMS for newsletter.
 - (2) Write newsletter.
- d. University Family Member Hospitality Person:
- (1) Welcome new family members.
 - (2) Send cards for important events such as birthdays, births, anniversaries, or illness.
- e. FSG Membership Coordinator:

- (1) Maintain roster of addresses of spouses in the group.
 - (2) Provide address to the University Family Member Reporter.
- f. Child Care Coordinator:
 - (1) Select room and facilities adequate for child care and coordinate location with PMS.
 - (2) Coordinate baby-sitting services
- g. Treasurer. Keep records of money and provide financial reports to commander and FSG leader

Chapter 4 – Relocation



1. Introduction. Most families have made at least one move before the assignment to Cadet Command. Housing and relocation historically have caused extreme stress. Transferring to an assignment within Cadet Command may be a different process from transferring from post to post. It is a good possibility that you will live “on the economy.” Housing availability and the cost of housing may differ significantly from the cost of living on or close to a military installation. This section will equip you with a “new” approach to relocation.

2. Housing. Questions and concerns for many families are:

“Where am I going to live?”

“How much will it cost?”

“Can I move in right away?”

“What neighborhood should I select?”

Here are some ideas that may assist you to obtain the answers:

a. Temporary housing (alternatives to hotels and motels which may be cost prohibitive):

- (1) Extended-stay facilities (these are usually motel suites equipped with kitchenettes).
- (2) On-campus temporary housing for faculty.
- (3) Real estate corporations (listing of weekly and monthly rentals).
- (4) RV camps (in addition to campsites, many have cabins and RVs for daily/weekly/monthly rental).

b. Permanent housing (assistance in obtaining rental and purchasing options):

- (1) Local city and state internet resources.
- (2) Local newspapers (it is possible to obtain editions and subscriptions before relocating to the area).
- (3) Chamber of Commerce listings and web pages.

(4) Real estate companies (many have location-specific web pages).

(5) [Standard Installation Topic Exchange Service \(SITES\)](#) Provides automated retrieval of relocation information for military installations (this may be helpful if you will be assigned close to or on a military installation).



3. Schools. Transferring your child should be a routine procedure. Notify your child's school of the transfer and the date of transfer as soon as possible. However, the process may warrant special attention if you are transferring a child with special needs, who is involved in a specialized sport or activity, or who is in an advanced program. Both you and your child may wish to have information on your "new" school and school district. You may do so by exploring this list of resources.

- a. Contact the school district (for specialized information, contact the appropriate department).
- b. Access the school web pages (many schools have detailed web pages, which include a student-sponsor program).
- c. Contact the Chamber of Commerce (request school demographic information).
- d. Consider home school resources (some school districts provide information on home-schooling requirements and resources).
- e. Check private school listings.
- f. Access other web sites (refer to the web-site listing in Appendix O).



4. Child Care. Child-care arrangements may be different for the newly assigned Cadet Command family. Unlike child care available on many military installations, there are several child-care choices. There are different types of child care:

- a. A child-care center provides care for groups of children by a staff of caregivers.⁴⁵ Centers are generally licensed by the state and an increasing number of centers is earning accreditation through the National Association for the Education of Young Children (NAEYC). Centers are either privately operated for profit by a chain or individual, or operated by non-profit agencies, such as churches, public schools, government agencies, or non-profit vendors.
- b. A child-care home provides care for a small group of children in the caregiver's home. These homes are registered or licensed in most States

⁴

A list of state child-care resource numbers is located in Appendix F.

c. Child care that takes place in your own home. The caregiver may be baby-sitters (certified or not certified); professional “nanny” trained to care for young children, student “au pair” who lives in your home, or another caregiver who has some experience with young children.

- Babysitting resources (for certified baby sitters) include the American Red Cross, University Programs, and Boy/Girl Scouts.
- Au Pair resources and referrals are available through Au Pairs in America at (800) 928-7247.

d. Before and after school care programs in your community may be operated by child care centers, recreation centers, churches, and youth organizations, such as Young Men’s Christian Association (YMCA), Young Women’s Christian Association (YWCA), Boys Clubs of America, Girls Inc., and Camp Fire, Inc. In many communities, schools provide after school care, sometimes called “extended day care” programs.

e. Vacation and summer programs are usually for school-age children, although in some areas they are also available for preschool children. These programs provide a variety of activities such as arts and crafts, swimming, drama, and organized sports. The local parks often operate vacation or summer programs and recreation departments, community organizations, and child care centers.

f. Sick child day care centers usually have a nurse on staff or on call and they cater to the needs of children who are sick and cannot attend the childcare facility. All children get sick from time to time. To find out if there is a center in your area, contact the National Association of Sick Child Day Care Centers, (804) 747-5900.

g. Part-day preschool programs and nursery schools are group child care programs which operate less than a full day. These programs are located in a variety of settings. This type of care, generally for children two and half to five years of age, provides an opportunity for interaction with other children of similar ages

h. Head Start is a nationwide federally funded early childhood program for low-income preschool children primarily ages three to five. For information about specific eligibility requirements, contact your local department of social services.

5. Exceptional Family Member Program.

a. What is the Exceptional Family Member Program?

The Exceptional Family Member Program (EFMP) is a mandatory enrollment program that works with other military and civilian agencies to provide comprehensive and coordinated community support, housing, educational, medical, and personnel services to families with special needs.

b. What is an exceptional family member?

An exceptional family member is a family member (child or adult) with any physical, emotional, developmental, or intellectual disorder that requires special treatment, therapy, education, training, or counseling.

c. Who must enroll in the program?

The following soldiers with exceptional family members must enroll in the program: Active Army, U.S. Army Reserve (USAR), soldiers in the USAR-Active Guard Reserve (AGR) program and other USAR soldiers on active duty exceeding 30 days.

d. How does a soldier enroll in the program?

The soldier contacts the nearest Army military treatment facility EFMP point of contact to begin the assessment process and obtain the enrollment forms. Once the forms are completed, they are forwarded to the appropriate regional medical.

e. Does enrollment have any impact on the soldier's career?

Enrollment in EFMP does not adversely affect selection for promotion, schools, or assignment. Information concerning enrollment in EFMP or any of the data used in the program is not made available to selection boards.

f. What are the benefits of enrollment in the program?

Enrollment allows assignment managers at Army personnel agencies to consider the documented medical and special education needs of exceptional family members in the assignment process. When possible, soldiers are assigned to an area where their exceptional family member's medical and special education needs can be met.

g. What programs exist for children with special needs?

Finding quality child care for children with disabilities can be especially challenging for parents. However, information and assistance is available from national and community organizations and parent groups to make the search easier. One of the organizations that can help parents of special needs children find child care is The National Information Center for Children and Youth with Disabilities (NICHCY). The center can send you free of charge two useful publications, "A Parent's Guide: Accessing Programs for Infants, Toddlers, and Pre-schoolers with Disabilities" and "A Parent's Guide: Accessing Parent Groups." NICHCY can also send you a State Resource Sheet that lists the addresses and phone numbers of the agencies and organizations in your state that can assist parents of children with disabilities, and a National Resource Sheet that lists addresses and phone numbers of the national disabilities organizations and clearinghouses. NICHCY's toll-free phone number is 1-800-695-0285.

Regardless of your child's disability, you may always call the local office of any of the national disabilities organizations; e.g., United Cerebral Palsy Association, National Down Syndrome Society, Muscular Dystrophy Association, Spina Bifida Association of America, and March of Dimes Birth Defects Foundation. The staffs of these and other organizations generally know about the services provided in their communities and can usually help parents even if their child has a disability different from the one that is the focus of the organization. The Americans with Disabilities Act (ADA) covers child-care centers and family day-care homes. Information about the requirements of the ADA, as well as informal guidance in understanding and complying with the ADA, can be obtained by contacting the U.S. Department of Justice, Public Access Section of the Civil Rights Division, PO Box 66738, Washington, DC 20035-6738, (202) 514-0301. The web address is <http://www.usdoj.gov/crt/ada/adahom1.htm>.

When transferring into a new area, it is important that you obtain a copy of your child's IEP (Individual Education Plan). The IEP is a plan designed and agreed upon by the school psychologist, special education staff, school administrators, and the parents or guardian of the child. Entries in the IEP address educational, psychological, and emotional needs of the child. Your departing school will furnish the IEP and it should be delivered to your new school.

6. Spouse Employment.

a. Conducting a job search and job-hunting techniques. Finding a job can be both a rewarding and frustrating experience. Many jobs require experience. You may already have work experience through previous positions and volunteer work. Job opportunities are available through many sources. There are federal government positions, state government positions, and private-sector job opportunities.

b. Employment sources:

(1) Federal Job Opportunities. If you are located close to a military installation you may chose to visit the Civilian Personnel Office. As a military spouse you are eligible to enroll in the Spouse Preference Program. If you are not located close to a military installation, you may chose to visit the local Office of Personnel Management for listings of federal job opportunities.⁶

(2) State Job Opportunities. Each state has a State Employment Office that will provide you with lists of employment opportunities. In addition, they will assist you with unemployment compensation eligibility (if you terminated your employment at your previous duty station because of the transfer, you may be eligible for unemployment compensation).

(3) Private Sector Job Opportunities. Resources for these jobs are numerous. Consider contacting the university's employment office, local newspaper, temporary job-placement agencies, and listings on the Internet.

⁶ See Appendix N for web site.

7. Job Search Tips.

- a. Involve friends and family. A support group, such as friends and family, will offer encouragement and assistance in your job search.
- b. Allow a reasonable amount of time. Don't expect to find a job within a few days or weeks.
- c. Devote time to your job search. A thorough job search is hard work. Expect to spend several hours a day looking for a job.
- d. Be organized. Keep a record of all the places you have applied, who you talked to, and what response you received.
- e. Meet with people in the field you are interested in pursuing.
- f. Check job listings in the newspaper classified advertising sections or with your state employment office. Your state employment office also may be able to offer some job-search assistance.

8. Resume Preparation. The first step for the preparation of a resume includes an assessment of your skills and interests.

- a. Think about your interests. What do you like to do? Think about experiences you have enjoyed. What kind of school, religious, social, or sports activities do you like? Make a list of 10 activities you have enjoyed doing in the past four years. Evaluate those interests. Think about what you liked about the activities. What challenges did the activities offer? What skills do you need to develop further to continue in those activities?
- b. Consider your skills. Evaluate previous employment history, school, volunteer work, and leisure experiences. Make a list of your school activities (clubs, organizations to which you belonged). Make a list of any volunteer work you have done (either through social, civic or religious organizations).
- c. The second step for the preparation of a resume is to determine the relationship between skills and interests and possible careers. Once this has been completed, the next step is compiling the resume.
- d. The Resume:
 - (1) Is a critical part of your job search. It is the first impression you will give a future employer. If your resume is poorly organized or presented, it will decrease the chance of you landing a job.

- (2) Must include your name, address, and phone number, education and work experience. You may also want to include:
 - Job objective (which states what type of position you are seeking).
 - Awards and honors you have received.
 - Names of three references.
- e. Tips for preparing your resume:⁷
 - (1) Keep your resume to maximum of two pages.
 - (2) Have your resume typeset or laser printed.
 - (3) Be honest about your skills and work experience.
 - (4) Be concise and use action words and phrases when describing your experience.
- f. When you apply for a position, be sure to include a cover letter stating why your qualifications fit the position and why you want to work with the company.

⁷ See Appendix P for a sample resume.

Chapter 5 – Community Resources

1. Introduction. Involvement in community recreational programs will enhance your assignment in Cadet Command. However, it may be a challenge to discover the many options available. The following is a list of potential resources that may lead to pleasurable activities for your family.

2. Recreation Facilities and Programs. Many of these facilities provide military discounts. In addition, they have a vast assortment of programs and services.

- City of Parks and Recreation
- Religious Organizations
- Chamber of commerce
- Boy/girl scout organizations
- YMCA
- Navy Sea Cadets (for children 12-18)
- Air Force Civil Air Patrol (for children 12-18)
- USO
- VFW
- American Legion
- Am Vets
- State Tourism Office



3. Parking. Unlike most military installations, parking is usually for a fee at universities. The suggestions listed may assist you in your pursuit of alternatives to high cost parking fees.



- Check with Campus on Permits and Passes (Weekly/monthly/annual)
- Park & Go
- Commuter discounts
- Carpooling

4. Scholarship for Family Members. Free tuition for Cadet Command cadre and family at universities will vary. There are no guarantees that you will receive free tuition. The following information may assist you in navigating the maze of university financial aid resources.

a. What is Financial Aid? Financial Aid comes in three categories: Grants, Loans, and Work-Study.

- Grants need not be repaid.
- Loans must be repaid.
- Work-Study allows a student to work to gain the money to pay for school. Often times, the student works on campus and the money earned is credited towards tuition.



b. Where does financial aid come from? Financial aid comes from a variety of sources. Public aid comes from federal and state programs. Private aid may be obtained from private foundations, your school, or employer.

5. Federal Aid. The Department of Education and the federal government offer the following federal assistance:

a. Pell Grants were formerly known as the Basic Educational Opportunity Grant (BEOG). Eligibility for these grants is based on family's needs and the educational costs of school. Eligibility is determined by a formula, which is decided upon by Congress. Pell Grant eligibility is usually limited to five full years of undergraduate study. Pell Grants may be awarded to full or part-time students. You will need to apply by completing the application for Federal Student Aid. This form may be obtained from your school's financial aid office or via the Internet.⁸ It is a good idea to complete this form regardless of the aid that you are seeking. Most schools will ask to see your Pell Grant results (your Financial Aid Number).

b. Supplemental Educational Opportunity Grants (SEOG) assist students who are receiving aid. The amount of the SEOG that a student receives depends on the student's need and the availability of SEOG funds at the school. SEOG funds differ from Pell Grant funds in that the federal government allots SEOG funds to individual schools per school year.⁸

c. College Work-Study (CWS) is a part-time job funded by the federal government and administered by the school. CWS jobs are awarded based on student need and the size of the financial aid package.

d. Loans.

(1) Perkins Loans (formally called National Defense Student Loans) have to be repaid and the school makes them with federal money. These loans usually have a low interest rate. Repayment may be deferred if you enter Head Start, Vista, Peace Corps, or the Armed Forces. You are usually expected to begin repaying the loan within nine months from the date you leave school, and you have up to ten years to repay the loan. These loans are not automatic; you have to demonstrate a need to qualify for them.

(2) Stafford Student Loans (SSL) (formerly called Guaranteed Student Loans) are made through the bank, a credit union, or savings and loan institution. These loans must be repaid, and they generally are reserved for low-income students. Repayment differs from the Perkins Loan in that repayment normally begins six months after leaving school, and the minimum repayment is \$50 per month.

(3) Nursing Student Loan Program is for nursing students. The U.S. Public Health Service administers this program and the Health Professions Student Loan Program, the Health Education Assistance Loan Program, and Financial Assistance for Health Professions Students Program.

⁸ See Appendix O for the web page.

e. Americorps is President Clinton's National Service Program. You must commit to one or two years of service in fields such as education, health, and housing for low-income citizens, police work, and environmental protection. In exchange, you receive a stipend, medical benefits, and an educational grant of \$4,725 for each year of service. The grant you receive may be used to finance future schooling or to repay outstanding educational loans. To obtain an application and application information, call (800) 94 ACORPS.

f. The Paul Douglas Teacher Scholar is a federally funded program that provides scholarships to outstanding high school graduates to enable them to pursue teaching careers.

g. The National Science Scholars Program is a federally funded program that provides scholarships to students for undergraduate study of the physical, life, and computer sciences; mathematics; and engineering.

h. The Robert C. Byrd Honors Scholarship Program provides scholarships to exceptionally able students for study at post-secondary schools.

i. To obtain applications and further information about these scholarships, contact the federal student information center at (800) 433-3242.

6. State Aid. The fifty states vary widely in the amount of assistance they provide for education. One of the best forms of financial assistance that a state provides is in the form of in-state tuition at its public institutions. Not only is residency a requirement for lower tuition rates, it is also required to qualify for certain forms of aid.

a. Need-based Aid and non-need aid. By using need-based aid programs, states (similar to the Federal Aid Program) determine the need for financial assistance by the needs of the family and the education costs. States also offer non-need based aid. Non-need based aid is in three categories:

(1) Tuition equalization helps reduce the difference in the tuition and costs between public and private schools.

(2) Scholarship programs on merit awards are based on academic achievement.

(3) Categorical aid programs encourage students to go into a particular field of study. They sometimes help special groups—like veterans.

b. An excellent source of financial aid for family member is the State's Department of Financial Aid assistance for veterans and their family members.⁹

c. To obtain applications and further information about these scholarships, write to your state department of education.

⁹ See Appendix J for a list of loans and scholarship information.

Chapter 6 – Medical and Dental Programs

1. Medical Care. TRICARE is a regionally managed health-care program with a provider network that provides access to local hospitals, physicians and other medical services.



TRICARE services are for active duty and retired members of the uniformed services, their families, and survivors. The TRICARE enrollment and utilization process in remote (not close to a military installation) areas requires close attention. It is recommended that both the active duty member and his family members take the following steps:

a. Contact the Health Care Finder (HCF) at the nearest TRICARE Service Center upon arriving at the new duty station.¹⁰

b. Determine the type of TRICARE program that is best for you and your family.

c. With the assistance of the Health Care Finder:

(1) Locate a physician.

(2) Contact the physician's office and confirm its participation in TRICARE. (Doctor's participation in TRICARE may change. It is best that you check before making an appointment.)

(3) If you select a TRICARE option for which there are deductibles it is highly recommended that you consider obtaining TRICARE supplemental insurance. In areas where there are few or new physicians who are in the TRICARE network, co-payment fees may be extremely expensive. A list of supplemental insurance companies is provided in Appendix O.

2. Types of TRICARE. There are three basic types of TRICARE available:

a. **TRICARE Prime.**

(1) In this option, most health care will come from a military treatment facility, augmented by the TRICARE contractor's Preferred Provider Network (PPN). In locations that are not close to a military installation, a civilian medical center will be assigned. Active duty service members will be enrolled in TRICARE Prime and will continue to receive most of their care from military medical personnel if they are located close to a military installation. For active duty families, there is no enrollment fee for TRICARE Prime, but they must complete an enrollment form. The Primary Care Manager (or team of providers) will see to health care needs. The Primary Care Manager (in most cases this is your Primary Care Physician):

(a) Provides or coordinates your care.

¹⁰ Refer to the TRICARE map at Appendix G.

(b) Maintains your health records.

(c) Refers you to specialists, if necessary. To be covered, specialty care must be arranged and approved by your Primary Care Manager.

(2) In remote locations care is provided civilian clinics. In the event that you are located close to a military installation, a military treatment facility will provide care.

(3) Advantages:

(a) No enrollment fee for active duty and families.

(b) Small fee per visit to civilian providers and no fee for active duty members; no balance billing.

(c) Guaranteed appointments (access standards); primary care manager supervises and coordinates care (he will have to coordinate and approve all specialty care).

(d) Away-from-home emergency coverage.

(e) Point-of-service option (see glossary).

(f) Reduced catastrophic cap for retirees (\$7,500 now decreased to \$3,000).

(4) Disadvantages:

(a) Enrollment fee for retirees and their families.

(b) Provider choice limited; specialty care by referral only; and not universally available.

b. **TRICARE Extra**. Under this option, you choose a doctor, hospital, or other medical provider listed in the TRICARE Provider Directory.¹¹ For assistance, call the Health Care Finder at the nearest TRICARE Service Center. Anyone who is CHAMPUS-eligible may use TRICARE Extra. Active duty personnel are not CHAMPUS-eligible, and are enrolled in TRICARE Prime.

(1) Advantages:

(a) Co-payment 5% less than TRICARE Standard; no balance billing.

(b) No enrollment fee.

¹¹ Refer to the TRICARE map at Appendix G.

- (c) No deductible when using retail pharmacy network.
- (d) No forms to file and you may use also TRICARE Standard.

(2) Disadvantages:

- (a) No Primary Care Manager.
- (b) Provider choice is limited.
- (c) Patient pays deductible and co-payment.
- (d) Non-availability statement may be required for civilian inpatient care for areas surrounding medical treatment facilities.
- (e) Not universally available.

c. **TRICARE Standard.** This is a fee-for-service option (the old CHAMPUS program). Under this plan, services may be obtained from an authorized provider of your choice. (People who are happy with coverage from a current civilian provider often opt for this plan.) But having this flexibility means that care generally costs more. Treatment may also be available at a military medical treatment facility, if space allows and after TRICARE Prime patients have been served. Furthermore, TRICARE Standard may be the only coverage available in isolated areas. Anyone who is CHAMPUS-eligible may use TRICARE Standard. (Active duty personnel are not CHAMPUS-eligible and are automatically enrolled in TRICARE Prime.)

(1) Advantages:

- (a) Broadest choice of providers.
- (b) Widely available.
- (c) No enrollment fee.
- (d) May also use TRICARE Extra.

(2) Disadvantages:

- (a) No Primary Care Manager.
- (b) Patient pays deductible, co-payment, and balance if bill exceeds allowable charge and provider is non-participating (up to 15% additional).
- (c) Non-availability statement may be required for civilian inpatient care for areas surrounding medical treatment facilities.

(d) Beneficiaries may have to do their own paperwork and file their own claims.

d. TRICARE Prime Remote. This program provides active duty service members (Army, Navy, Marine Corps, Air Force, Coast Guard, and active National Guard) in the United States a specialized version of TRICARE Prime while they are assigned to duty stations in areas not served by the traditional military healthcare system.

(1) The Active Duty member selects a network doctor, known as a Primary Care Manager, who will provide preventive services, care for routine illnesses or injuries, and will manage referrals to specialists or hospitals. Preventative care, such as immunizations and screening tests, are covered benefits. If there are no network doctors in your area, an authorized TRICARE provider may be used.

(2) TRICARE Prime Remote enrollment application must be completed to become a TRICARE Prime Remote enrollee. If you do not have an enrollment application, you should call the local [toll-free number](#) and have one sent to you.

(3) Once enrolled in TRICARE Prime Remote, the active duty member will be provided with a TRICARE network provider for routine care. We call this provider a primary care manager (PCM)—since the PCM will be responsible for:

(a) Ensuring appropriate preventive services.

(b) Taking care of routine illnesses or injuries.

(c) Managing referrals to specialists or hospitals.

(d) The PCM provides timely access to quality health care and the reassurance of knowing that someone is familiar with the patient's medical history.

(4) If the Primary Care Manager (or your doctor) determines that care from a specialist is required, a call must be made to the regional Health Care Finder before care is delivered. The HCF will communicate with the Service Point of Contact (SPOC) to determine if specialty care requires that a military physician see the member for a "fitness for duty issue." With the exception of the United States Coast Guard, your SPOC is located at the Military Medical Support Office (MMSO) in Great Lakes, Illinois.

(5) Drugs prescribed by your Primary Care Manager or doctor may be obtained from a civilian network pharmacy, the [National Mail Order Pharmacy](#), or a military hospital or clinic.

(6) Active Duty Service Members pay nothing for approved health care delivered by authorized civilian providers. For primary care, no authorization is required

when you obtain care from your PCM. For specialty care, your PCM or doctor must make the referral and you must have an authorization from the HCF. This includes hospitalizations, ambulatory surgery, and other visits to specialists.

(7) The TRICARE Prime Remote benefit offers a comprehensive array of preventive benefits comparable with leading health care programs in the civilian community. These services include immunizations and important screening tests.

e. Questions you may need to ask when you call your Health Care Finder or the TRICARE information line:

(1) Can you send me a directory of the TRICARE providers in my area?

(2) My child goes to college in a different state than I live in. What do I do to ensure he receives care from a network provider in his area?

(3) I'm divorced, is my child eligible for TRICARE? What do I do?

(4) How do I get prescriptions filled in my town?

(5) What do I do if I am not receiving quality and caring service from my current health care provider?¹²

(6) Does this college campus provide medical care for my family on campus that is covered by TRICARE?

(7) Is my dependent, elderly parent who lives with me- eligible to receive TRICARE in this region or at my duty station?

f. Suggestions to make life with TRICARE a little easier.

(1) Ask TRICARE to send a representative to talk to your group about your TRICARE benefits. They will do it, and it is free!

(2) After you have had a doctor appointment; call your doctor to find out if TRICARE has paid them yet. If yes, great! If no, call TRICARE, and find out why and what can be done. Fix it before it becomes a problem!

(3) Find out if there is a VA Center or hospital in your area. What services will they provide for you and your family?

(4) Keep your DEERS enrollment information updated. The DEERS enrollment verification numbers are as follows:

(800) 527-5602 - Alaska/Hawaii

¹² See Appendix C, Being an Advocate.

(800) 334-4162 - California
(800) 538-9552 all other states 0900-1500 Pacific Time

(5) TRICARE info by email:

TRICARE-ON @CSDMAIL.MEDCOM.AMEDD.ARMY, MIL

Web site: TRICARE_Help@amedd.army.mil
<http://www.tricare.osd.mil>

(6) It is your health, be your own advocate.

3. Dental Care.



a. Family Member Dental Care. United Concordia, the TRICARE Family Member Dental Plan (TFMDP), is a comprehensive, voluntary dental plan available to family members of active duty Uniformed Services personnel. There is a small fee taken out of the sponsor's pay each month upon enrolling. Enrolled family members in the CONUS service area can visit any licensed and authorized dentist of their choice; however, visiting a United Concordia participating dentist will save time, money, and paperwork. United Concordia has over 50,000 participating dentists, in all specialties, in their network. The TFMDP, like civilian group dental plans, covers diagnostic, preventive, restorative, endodontic, orthodontic, prosthodontic and oral surgery services from 100% to 50%, depending on the type of service.

b. Enrolling in the TRICARE Family Member Dental Plan (TFMDP) is voluntary, and the active duty member (also referred to as the "sponsor") initiates enrollment of family members by contacting his Personnel Office or Service Representative and completing a DD Form 2494 or Form 2494-1. Once the DD Form 2494 or 2494-1 form is completed and appropriate premiums are deducted from the Uniformed Service payroll account, enrollment information is entered into the Defense Eligibility Enrollment Reporting System (DEERS) and sent to United Concordia so that claims can be processed. Coverage is effective the first day of the month after the month in which a sponsor enrolls and the proper premium is deducted from his payroll account. This deduction should be listed on the sponsor's Leave and Earnings Statement (LES).

c. Orthodontics services are paid at 50 percent of United Concordia's allowance up to a lifetime maximum of \$1,200. Your cost share is 50 percent. Orthodontic diagnostic services, such as x-rays, and casts (models), will be deducted from the family member's annual maximum not from the lifetime orthodontic maximum if treatment was initiated on or after February 1, 1996. Payment for extractions (oral surgery covered at 60 percent) for orthodontic purposes will also be deducted from the family member's annual maximum, not from the lifetime orthodontic maximum.

4. Locating a Dentist. If you have questions regarding the TFMDP or how to locate a dentist in your area, talk to your Health Benefit advisor or call United Concordia's toll-free Customer Service department Monday-Friday, 8:00am - 8:00pm ET

- a. Customer Service Department
Monday- Friday (8 am-8 pm ET)
1-800-866-8499
1-800-891-1854 (TDD)
- b. United Concordia Companies, Inc.
TFMDP Customer Service
P.O Box 898218
Camp Hill, PA 17089-8218
- c. Web site is <http://www.ucci-com/government/benefitscoord.html>.

5. Active Duty Dental Care. The TRICARE contractor does not pay for dental care for active duty service members in remote areas. The active duty member's service point of contact (SPOC) pays dental claims. Annual preventive dental exams will be covered, and a local dentist may deliver routine care, such as cleaning and fillings. Other dental care will be covered only when pre-authorized by the Military Medical Support Office (MMSO).

Chapter 7 – Army Family Team Building



1. Army Family Team Building (AFTB). AFTB services Cadet Command by providing training to cadre, and family members. It is recommended that AFTB Master Trainers share this program with parents of cadets and fiancés to prepare them for life in today's Army. AFTB training is accomplished through class modules taught by an AFTB instructor. AFTB helps the Army family be self-reliant and provides tools to combat Army challenges. Army Family Team Building is divided into three levels of training. When or where a family member enters AFTB training is based on his experience or choice of course enrollment, not rank or grade of sponsor. [Level II](#) courses expand upon [Level I](#) courses; and some Level II courses are elaborated upon in [Level III](#). Training manuals and an AFTB list of instructors and master trainers can be obtained through your regional HQ.

2. Recommended Cadet Command Participation. Cadet Command participation is as follows:

a. Level 1:

Cadre
New Army Cadre spouses (1-5yrs)
MS IV cadets and parents
Cadet fiancées

b. Level 2:

Cadre
Army spouses (5-10yrs)

c. Level 3: Army spouse (10+ years)¹³

¹³

See Appendix H for course titles and description.

Tear Out Section

Tear Out Section

Chapter 8 – Spouse 101

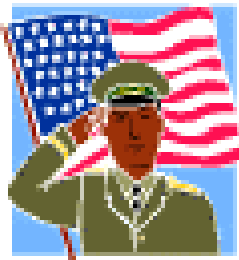
1. First Things First.

a. As a new military spouse, you will need an Identification Card (ID card). The ID card will enable you to use the Post Exchange (PX) and the commissary and to receive dental and medical care. Because of its importance, you should always carry your ID card and guard it carefully. If the ID card is lost, you must report it to the PMS as soon as possible. To get your ID card, you will need your marriage and birth certificates and a DD Form 1172. (ID cards are issued to all family members who are 10 years of age or older.)

b. Military installations that have ID card issuing facilities are located on the Internet at <http://www.dmdc.osd.mil/rsl/>.

c. Soldiers must ensure that their family members are enrolled in DEERS (Defense Enrollment Eligibility Reporting System) to receive non-emergency medical care. To verify your enrollment in DEERS, call 1-800-538-9552.

2. Protocol. For family members, protocol can be defined as a combination of etiquette and good manners blended with the rich heritage of traditions and courtesies of military life. Protocol lets us know what to expect in a given situation, and it can help us feel more comfortable and at ease. Army traditions and customs promote social bonding and camaraderie. Social functions can run the gamut from black tie to blue jeans. With the knowledge of some general guidelines, you will enjoy them all.



3. Ceremony.

a. Reveille. The installation's American flag is raised daily, usually at 6:00 a.m., while the bugle call "reveille" is played. Everyone should stand quietly during this ceremony.

b. Retreat. The retreat ceremony is held at the same time each evening, usually at 5:00p.m. but the exact time may vary from post to post. Unit formations, often including promotion or award ceremonies, may be held in conjunction with retreat. However, at some locations, only personnel actually lowering the flag are present.

During the bugle call sounding retreat, the flag is lowered. (At some locations, a cannon is fired.) Then, the flag is folded and retired for the day.

c. Honors. Rendering honors means to stand quietly and respectfully. When required, military persons in uniform give a salute. If you are in civilian clothing, you should place your right hand over your heart. Honors are given to the Nation, to certain individuals, and to the uniformed services, often represented by a flag or a song. When in doubt, follow the lead of the senior people present.

d. Parades. Official marches and reviews may include soldiers, vehicles, and a band and may be included as part of a change of command, an honors ceremony, a retreat ceremony, a retirement, or to observe a special holiday. Certain areas will be reserved for invited guests, and seating may not be available for everyone. These parades are official functions and appropriate dress and behavior are expected.

e. Receiving lines. At official functions ranging from a change of command to a unit social, you may be invited to greet the host, hostess, or guest of honor in a receiving line. Your name will first be given to the Aide or Adjutant at the beginning of the line. From there, your name will be passed down the receiving line, but be sure to reintroduce yourself if there is a problem. A handshake and a simple, cordial greeting are appropriate. Here are some more points to keep in mind:

- Arrive on time; units, staff elements, and organizations sometimes go through the line together.
- Do not shake the Adjutant's or Aide's hand.
- Receiving lines are for introductions and not for conversations.
- No eating, drinking, or smoking in the receiving line. (A small table may be provided to hold food, drinks and purses as you go through the line.)
- Help keep the line moving.
- When making introductions, be sensitive to hyphenated names and spouses with different names.
- The lady precedes the gentleman in line.

f. Dining In. A "dining in" is a traditional, formal dinner for military members of an organization or unit.

g. Dining Out. A "dining out" is the same as a dining in with the exception that spouses, guests, and "significant others" are invited to attend. The function is open to Officer and Non-Commissioned personnel.

h. Military Balls. Military Balls may also be referred to as "Dining Ins." There is a distinct difference between the two functions. At Military Balls have music and dancing. In addition, a Military Ball is open to all members of the command.

i. Coffees. A coffee is a more informal or casual function and may be held any time during the day or evening. Dresses, slacks, or skirts and sweaters are acceptable attire.

j. Hail and Farewells. “Hail and farewells” are functions to welcome newcomers and to say good-bye to those who are leaving. They can range from office get-togethers to formal events. Spouses (and sometimes families) are invited.

k. Awards. The Army presents many levels of awards in recognition of service, achievement, or valor. The actual ceremony can vary from an office gathering to a unit formation. The basic elements of this ceremony include the reading of the official order and the presentation and pinning-on of the award.

l. Promotions. The Army promotes individuals in recognition of their ability to perform at a higher level. The form may vary, but the basic elements are the reading of the official promotion order and the pinning-on of the new rank. Family and friends are invited to attend, and the spouse normally participates in the pinning-on. Promotion parties are separate, nonofficial functions held at the discretion of the individual being promoted.

m. Change of Command. The change-of-command ceremony is a clear, legal, and symbolic passing of authority and responsibility from one commander to the next. The official order is read while the unit guidon (or colors) pass from the outgoing commander to the incoming commander. The senior noncommissioned officer participates in the passing of the colors. At the conclusion of the ceremony, the new commander normally goes to the reception area. The outgoing commander usually does not attend the reception. (It is becoming increasingly common for a change of responsibility ceremony to be conducted when the command sergeant major or first sergeant leaves a unit).

n. Retirement: A retirement ceremony recognizes a person’s years of service to his country and includes an official reading of the orders and presentation of certificates and awards. Attendance at a retirement ceremony is a thoughtful way to show your appreciation for the person retiring.

4. Ceremony Guide.

Event	Inside	Outside**
National anthem	Hand over heart	Take off hat, hold right hand over heart with hat at left shoulder
Uncased colors passing	Hand over heart	Same as national anthem
Personal honors	Attention	Attention
Gun salute	Attention	Attention
“Hail to the Chief” played	Same as national anthem	Same as national anthem
Funeral—movement of casket, volley fire, or “Taps”	Attention	Attention
Pledge of allegiance	Hand over heart	Same as national anthem

**For civilians and military in civilian attire.

5. What Do I Wear?

If the Invitation States:	Formal (Black Tie)	Informal	Casual
The occasion is:	Some evening receptions, balls, dining ins, or dining outs	A daytime or evening occasion, reception, or review parade	A barbecue or other casual get-together
Army personnel wear:	Army blue dress or Army blue with bow tie	Army blue with four-in-hand tie or Army green	Civilian attire, open collar
Civilian ladies wear:	Long gowns, blouse and long skirt, or tea-length gown	Short nice dress, nice blouse and skirt, or dressy dress	Simple dress, skirt and blouse or sweater, or slacks
Civilian men wear:	Dinner jacket or tuxedo	Suit or coat and tie	Open collar (no tie)

a. If the invitation states “civilian informal,” male Army personnel wear a coat and a tie.

b. If you receive an invitation with no dress given, it is understood that the dress will be informal.

c. Dress more than casual should be noted on the invitation (e.g., “jeans acceptable,” “supper casual,” or “come in shorts”).

d. If you have any questions, call the hostess and ask.

6. Good Table Manners. Table manners traditionally revolve around what goes on at the table while eating. Etiquette books in the past were filled with long lists of admonishments, all beginning with “don’t.” The guidance is much simpler today and falls into three main categories—how you eat, when you eat, and with what do you eat.



a. How you eat.

(1) Sit upright but comfortably, with your hands in your lap when not eating. Your forearms may rest on the table between courses if that’s comfortable for you.

(2) Serving dishes move around the table in a counterclockwise direction. Food that is served family-style is passed to your right; food that is served to you will be served from your left—this becomes the “pass right” and “serve left” guide.

b. When you eat.

(1) When the hostess starts to eat, you may begin. The exception to this is at a buffet, when you may begin to eat as soon as you are seated.

(2) When you serve yourself, take small portions.

(3) When food must be cut, eat each bite before cutting another bite.

(4) When you eat, bring the food to your mouth, not the reverse.

(5) One “don’t” is appropriate—avoid talking with food in your mouth. This does offend others.

c. With what do you eat. This can cover a great variety of implements:

(1) The guiding principle is use each piece of flatware, starting from the outside and working toward the plate. Any spoon or fork found above the plate is intended for dessert. When in doubt, the long-standing rule is to watch your hosts and follow their example.

(2) Fingers are used for finger food and, under certain circumstances, to remove something from your mouth; for example, a small fish bone or an unnoticed olive pit. The general rule is remove something from your mouth the same way it went in; if you used your fork, take it out with your fork; if you used your fingers, take it out with your fingers. The one exception is fish bones; for safety, these are always removed from your mouth with your fingers.

7. Types Of Responses.

- a. Nearly every invitation will request a response in a lower corner.



(1) “RSVP” is an abbreviation for the French “répondez s’il vous plait” which means “please respond.” Call to say “YES, I can come” or “No, I can’t come.”

(2) “Regrets Only” requests that you call your hostess when you are unable to attend. Never assume that you will not be missed.

b. When you receive an invitation, remember your old-fashioned good manners and reply promptly—within forty-eight hours. Consider the waste of time and money if the hostess prepares food for twenty people and only eight come. If, after receiving an invitation, you see the hostess, you may refer to the party—but do not consider that your RSVP. You must still RSVP by phone or by written note. Once you decline an invitation, you cannot reverse your response. When you decline an invitation, an explanation is not required and should never be requested. Once you accept an invitation and an emergency arises, you may call the hostess and decline.

c. Within two to three days after the party, it is thoughtful to send a note of thanks or to phone your hostess (or host) to express your appreciation.

- (1) Writing a thank you note is:

- Always appropriate.
- Still in style.
- Always welcome.

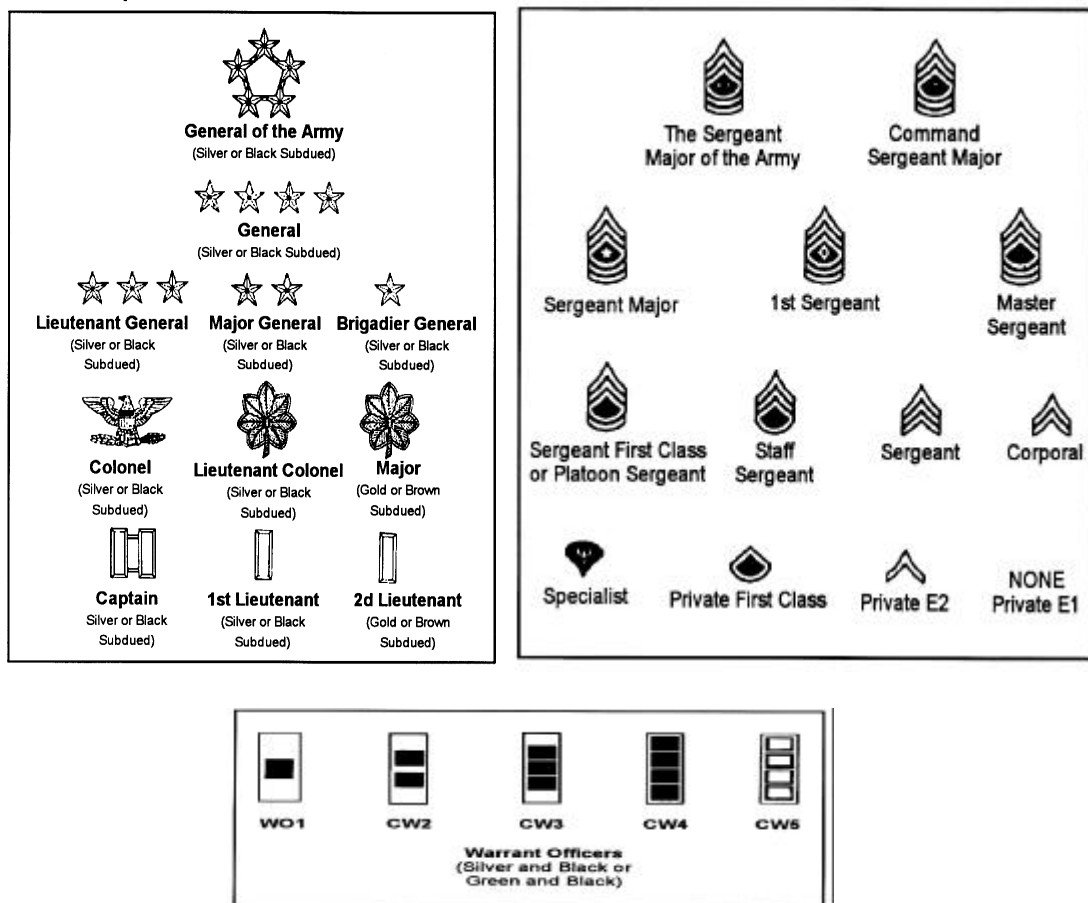
(2) Thanks seem more sincere when something special about the event or gift is mentioned. Notes that say only “Thanks for inviting us—we had a great time,” and “Thanks for the great gift—it’s just what I’ve always wanted,” simply don’t say enough.

(3) The person who writes the note signs only his or her name to the note. Joint signatures are proper only on greeting cards, postcards, and gift enclosures.

- (4) Helpful hints:

- Always addressed to the hostess; for example, “Dear Mrs. Doe” or “Dear Mary.”
- Do not send a thank you for a thank you.
- For a small occasion, a phone call will suffice; but it’s never wrong to write.

8. Military Rank and Insignia.



a. **Officer.** The highest officer rank is the five-star general (General of the Army), and the lowest is the second lieutenant. Figure 1-2 shows the ranks with their insignia. Address personnel with the rank of general as “General (last name)” regardless of the number of stars. Likewise, address both colonels and lieutenant colonels as “Colonel (last name)” and first and second lieutenants as “Lieutenant (last name).”

b. **Warrant Officer.** Address warrant officers as “Mr. (last name)” or “Ms. (last name).”

c. **Enlisted.** Enlisted ranks range from private to sergeant major (grades E1 to E9). Address privates (E1 and E2) and privates first class (E3) as “Private (last name).” Address specialists as “Specialist (last name).” Address sergeants, staff sergeants, sergeant’s first class, and master sergeants as “Sergeant (last name).” Address sergeants of higher ranks by their full ranks in conjunction with their names.

9. Military-Time Conversion.

Convert Civilian Time to Military Time			
Civilian Time	Military Time	Civilian Time	Military Time
12:01 am	0001	12:01 pm	1201
1:00 am	0100	1:00 pm	1300
2:00 am	0200	2:00 pm	1400
3:00 am	0300	3:00 pm	1500
4:00 am	0400	4:00 pm	1600
5:00 am	0500	5:00 pm	1700
6:00 am	0600	6:00 pm	1800
7:00 am	0700	7:00 pm	1900
8:00 am	0800	8:00 pm	2000
9:00 am	0900	9:00 pm	2100
10:00 am	1000	10:00 pm	2200
11:00 am	1100	11:00 pm	2300
12:00 noon	1200	12:00 midnight	2400

10. Military and Army Acronyms and Terms.¹⁴

AAFES	Army and Air Force Exchange Service
AAR	After-action review
ACAP	Army Career and Alumni Program
ACES	Army Continuing Education System
ACS/FPC	Army Community Service/Family Program Coordinator
AD	Active Duty
ADJ	Adjutant
ADSW	Active Duty for Special Work
AER	Army Emergency Relief
AFAP	Army Family Action Plan
AFN	Armed Forces Network
AFRTS	Armed Forces Radio and Television Services
AFTB	Army Family Team Building
AG	Adjutant General
AGR	Active Guard/Reserve
AIT	Advanced Individual Training
AMC	U.S. Army Materiel Command
AMMO	Ammunition
ANCOG	Advanced Noncommissioned Officer Course
ANG	Air National Guard
AO	Area of operations/action officer
APC	Armored personnel carrier
APF	Appropriated funds
APFT	Army Physical Fitness Test
APO	Army Post Office
APMS	Assistant Professor of Military Science
APR	Annual Program Review
AR	Army Reserve/Army regulation/Armor
ARCOM	Army Reserve Command
ARNG	Army National Guard
ARPERCEN	Army Reserve Personnel Center
ARTEP	Army Training and Evaluation Program
ASAP	As soon as possible
AT	Annual Training
AUSA	Association of the United States Army
AUTOVON	Automatic Voice Network (now DSN)
AWOL	Absent without leave
BOQ	Bachelor officers quarters
BAS	Basic Allowance for Subsistence
BHA	Basic Housing Allowance
BC	Battery commander

¹⁴ For a more complete listing of acronyms, see the web site listed in Appendix M.

BCT	Basic Combat Training
BDE	Brigade
BDU	Battle Dress Uniform (jungle, desert, cold weather)
BN	Battalion
BNCOC	Basic Noncommissioned Officer Course
BRM	Basic Rifle Marksmanship
CAC	U.S. Army Combined Arms Center
CAP	Commander's Assistance Program
CAR	Chief of Army Reserve
CASCOM	U.S. Army Combined Arms Support Command
CDR	Commander
CDS	Child Development Services
CES	Cadet Evaluation System
CG	Commanding General
CGSC	Command and General Staff College
CHAMPUS	Civilian Health and Medical Program for the Uniformed Services
CID	Criminal Investigation Division
CINC	Commander in chief
CNGB	Chief, National Guard Bureau
CO/Co	Commanding Officer/Company
COB	Close of business
COLA	Cost of Living Allowance
CONUS	Continental United States
CP	Command Post
CPFT	Cadet Practical Field Training
CPO	Civilian Personnel Office
CPX	Command Post Exercise
CQ	Charge of Quarters (duty required after duty hours)
CS/C of S	Chief of Staff
CSA	Chief of Staff, Army
CY	Calendar year
DA	Department of the Army
DAC	Department of the Army Civilian
DDP	Delta Dental Plan
DDRP	Drug Demand Reduction Program
DECA	Defense Commissary Agency
DEERS	Defense Enrollment Eligibility Reporting System
DEH	Director of Engineering and Housing
DPW	Director of Public Works
DENTAC	United States Army Dental Activity
DEROS	Date of Estimated Return from Overseas
DFAS	Defense Finance and Accounting Systems
DI	Drill Instructor
DO	Duty Officer

DOB	Date of Birth
DOD	Department of Defense
DOR	Date of Rank
DPCA	Director of Personnel and Community Activities
DCA	Director of Community Affairs
DPP	Deferred Payment Plan
DSN	Defense Switch Network
EANGUS	Enlisted Association of the National Guard of the United States
EDRE	Emergency Deployment Reaction Exercise
EE	Emergency Essential
EER/OER	Enlisted/Officer Evaluation Report
EFMP	Exceptional Family Member Program
EM	Enlisted Member
EN	Enlisted
ESGR	Employer Support of the Guard and Reserve
ETS	Estimated Time of Separation
EWC	Enlisted Wives Club
FAC	Family Assistance Center
FCP	Family Care Plan
FDU	Full Dress Uniform
FEHBP	Federal Employees Health benefits Plan
FLO	Family Liaison Office
FLRC	Field Leadership Reaction Course
FM	Family Member/Field Manual
FMEAP	Family Member Employment Assistance Program
FORSCOM	Forces Command
FOUO	For Official Use Only
FPC	Family Program Coordinator (for Guard and Reserve)
FRO	Family Readiness Officer
FSA	Family Separation Allowance
FSG	Family Support Group
FTX	Field Training Exercise
FY	Fiscal year
FYI	For your information
GED	General Education Diploma
GO	General Officer
GPA	Grade Point Average
GRFD	Guaranteed Reserve forces Duty
GS	General schedule (Government civilian employee pay grades)
GSA	General Services Administration
HBCU	Historically Black Colleges and Universities
HHC	Headquarters and Headquarters Company

HOR	Home of Record
HQ	Headquarters
HQDA	Headquarters, Department of the Army
HS	Home station
IADT	Initial Active Duty Training
IDT	Inactive Duty Training
IE	Initial entry
IET	Initial Entry Training
IG	Inspector General
IMA	Individual Mobilization Augmentee
INFO	For the information of
ING	Inactive National Guard
IO	Information Officer/Investigation Officer
IRF	Immediate Reaction Force
IRR	Individual Ready Reserve
ITO	Information Travel Office/Invitational Travel Order
ITT	Information, Tours, and Travel
IVC	Installation Volunteer Coordinator
JAG	Judge Advocate General
JR EN	Junior Grade Enlisted Personnel
JR NCO	Junior Grade Noncommissioned Officer
JROTC	Junior Reserve Officers' Training Corps
JUMPS	Joint Uniform Military Pay System
KIA	Killed In Action
KISS	"Keep it simple stupid/sweetie"
KP	Kitchen patrol
LDP	Leader Development Program
LES	Leave and Earnings Statement
LN	Local National
LOD	Line of Duty
LZ	Landing zone
MACOM	Major Army Command
MALO	U.S. Military academy Liaison Officer
MEDDAC	Medical Department Activity
METL	Mission Essential Task List
MFO	Multinational Forces and Observer
MI	Military Intelligence
MIA	Missing In Action
MJC	Military Junior College
MOS	Military Occupational Specialty
MP	Military Police

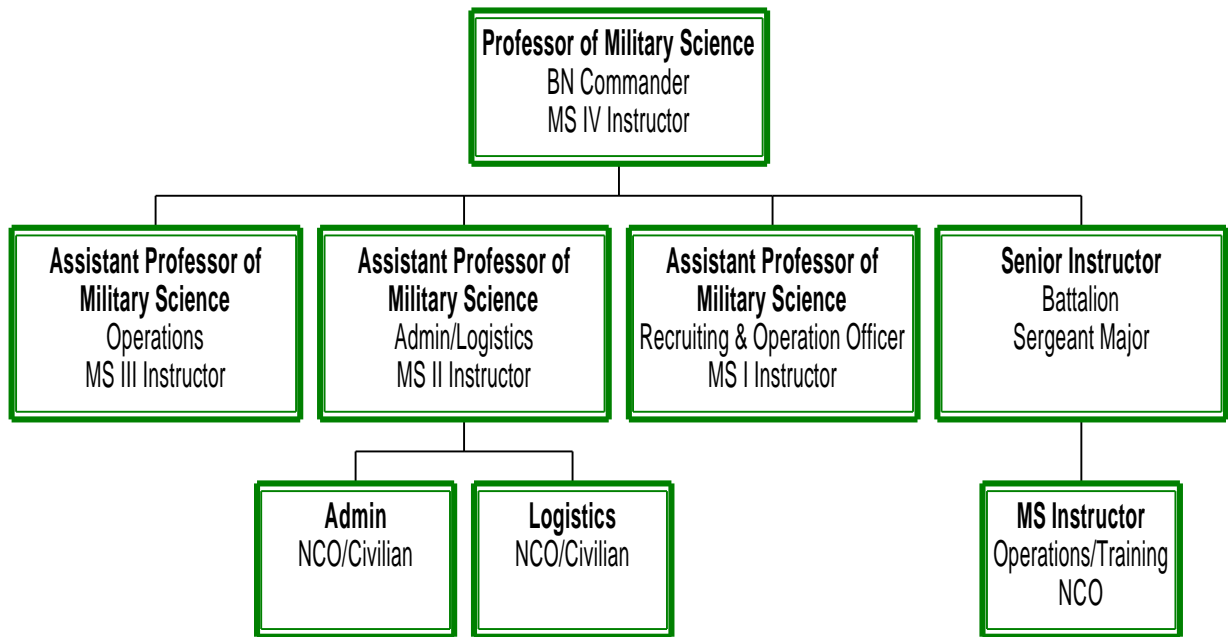
MRE	Meals Ready to Eat
MS	Military Science
MSO	Morale Support Officer
MUSARC	Major U.S. Army Reserve Command
MUTA	Multi-unit Training Assembly
MWR	Morale, Welfare, and Recreation
NA	Not applicable
NAF	Non-appropriated fund
NATO	North Atlantic Treaty Organization
NCO	Noncommissioned Officer
NCOA	Noncommissioned Officers' Association
NCOER	Noncommissioned Officer Evaluation Report
NCOIC	Noncommissioned Officer In Charge
NCOWC	Noncommissioned Officers' Wives Club
NEO	Noncombatant Evacuation Operation
NG	National Guard
NGAUS	National Guard Association of the United States
NGB	National Guard Bureaus
NLT	Not later than
O CLUB	Officers' Club
OBC/OAC	Officer Basic/Advanced Course
OCONUS	Outside Continental United States
OCS	Officer Candidate School
OD	Officer of the Day
OIC	Officer-in-Charge
OJT	On-the-job training
ORE	Operational Readiness Exercise
OWC	Officers' Wives Club
PAC	Personnel Administration Center
PAM	Pamphlet
PAO	Public Affairs Officer
PCS	Permanent Change of Station
PCT	Pre-Commissioning Tasks
PDQ	Pretty "Darn" Quick
PERSCOM	Total Army Personnel Command
PLT	Platoon/Primary Level Training
PM	Provost Marshal (police chief)
PME	Professor of Military Education
PMS	Professor of Military Science
PMOS	Primary Military Occupational Specialty
PNE	Partnership in Nursing Education
POA	Power of Attorney
POC	Point of Contact

POE	Point of Embarkation
POI	Program of Instruction
POV	Privately Owned Vehicle
PT	Physical Training
PX	Post Exchange
PZ	Primary Zone
QM	Quartermaster
QTRS	Quarters (living area)
RA	Regular Army
RC	Reserve Component
RD	Rear Detachment
RDC	Rear Detachment Commander
RDF	Rapid Deployment Force
R&D	Research and Development
REG	Regulation
REGT	Regiment
R&R	Rest and Recreation
RFO	Request for Orders
RIF	Reduction in Force
RO	Round out
ROO	Recruiting Operations Officer
ROTC	Reserve Officer Training Corps
RPI	Recruiting Publicity Item
RSVP	Reply whether or not you can attend (repondez s'il vous plait)
SBP	Survivor Benefit Plan
SD	Staff Duty
SDNCO	Staff Duty Noncommissioned Officer
SDO	Staff Duty Officer
SES	Senior Executive Service (senior civilian employee grades)
SGLI	Servicemen's Group Life Insurance
SIDPERS	Standard Installation/Division Personnel Reporting System
SJA	Staff Judge Advocate
SMI	Supplemental Medical Insurance
SOCOM	Special Operations Command
SOP	Standard Operating Procedure
SQD	Squad (a unit within a platoon)
SQT	Skills Qualification Test
SRB	Selective Reenlistment Bonus
SROTC	Senior Reserve Officers' Training Corps
SSN	Social Security Number
STARC	State Area Command
SZ	Secondary Zone

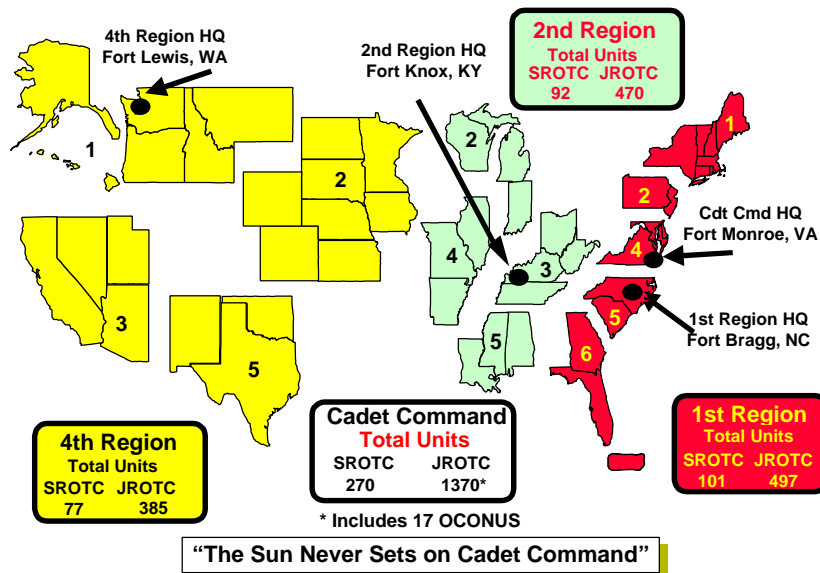
TAG	The Adjutant General
TASC	Training and Support Center
TDY	Temporary Duty
TIG	Time in Grade/The Inspector General
TLA	Temporary Living Allowance
TMP	Transportation Motor Pool
TPU	Troop Program Unit
TRADOC	Training and Doctrine Command
TTAD	Temporary Tour Active Duty
USACC	U.S. Army Cadet Command
USAR	United States Army Reserve
USARC	United States Army Reserve Command
USAREC	U.S. Army Recruiting Command
USARF	United States Army Reserve Forces (Schools)
USMA	U.S. Military Academy
USO	United Service Organization
UTA	Unit Training Assembly
VA	Department of Veterans' Affairs (formerly Veterans Administration)
VA CBOC	Veterans Affairs Community Based Outpatient Clinic
VAMC	Veterans Affairs Medical Center
VHA	Variable Housing Allowance
VISN	Veterans Integrated Service Network
VOLAR	Volunteer Army
WG	Wage Grade
WO	Warrant Officer
WOAC	Warrant Officer Advanced Course
WOC	Warrant Officer Candidate Course
WOSC	Warrant Officer Senior Course
XO	Executive Officer

Appendix A
ROTC Organizational Chart

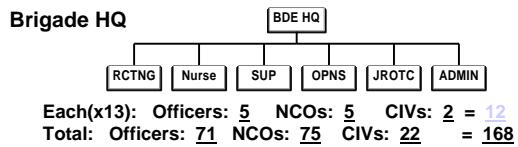
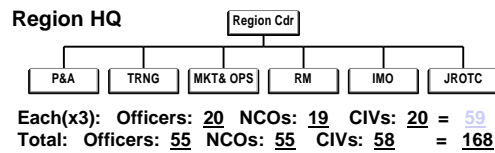
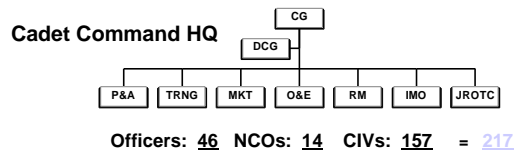
ROTC Battalion



Command Structure



Cadet Command Organization



Command Total
Off 829 NCO 1008
DA Civilians 587
Contractors 363

270 Battalions: Off 657 NCO 864 CIV 350 Con 363

Appendix B

Crisis Management

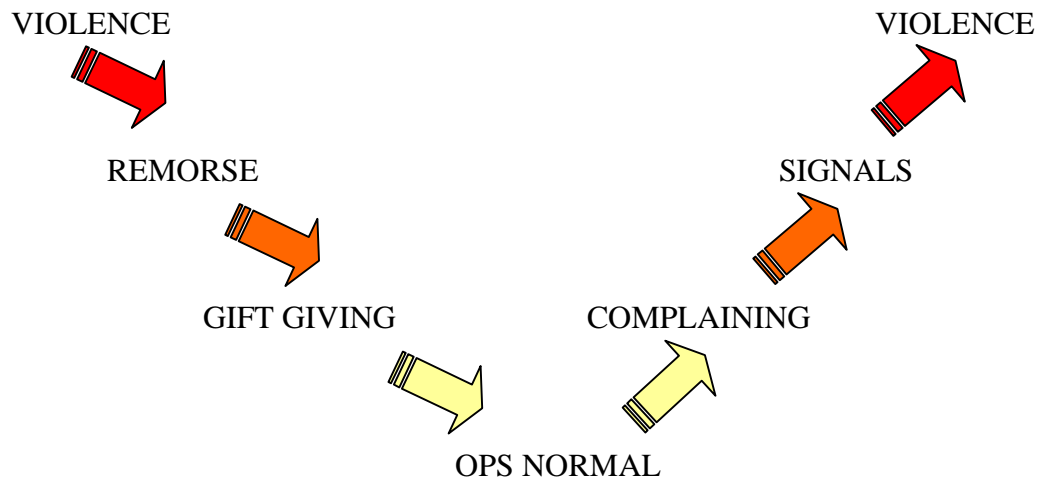
1. Introduction. Family crises can occur at any time and in any location (military or civilian community). Family crises are oftentimes awkward and difficult to handle. This section will provide you resource guidelines and telephone numbers. When assisting people who are in crisis, remember the basic rules—show them you care and get help. **DO NOT HANDLE THESE SITUATIONS BY YOURSELF.**

2. Domestic Violence and Child Abuse. You may feel awkward in dealing with the issues of domestic violence. It is highly recommended that you contact the national or state hot line for domestic violence for guidance.

a. Family Advocacy is dedicated to the prevention, education, prompt reporting, investigation, intervention and treatment of spouse and child abuse. The program provides a variety of services to soldiers and families to enhance their relationship skills and improve their quality of life. This mission is accomplished through a variety of groups, seminars, workshops and counseling and intervention services. The Army Family Advocacy Program has a requirement, based on AR 608-18, to provide educational information and develop resources and services to assist all individuals (victims and abusers). The reporting system for domestic violence and child abuse in Cadet Command is somewhat different from the reporting system on an installation. All cases of domestic violence must be reported to the PMS.

b. The following information is provided so that you will understand the dynamics of abuse.

The Cycle of Violence



Legend	
Violence	Physical, sexual, verbal, emotional
Remorse	Apologies
Gift Giving	Making up
Ops Normal	Things quiet down
Complaining	Nit Picking
Signals	Feeling Tense
Violence	Violence once again

c. Identifying factors:

- Past history of abuse within your family
- Problems within the marriage
- Increased number of individual or familial stressors
- Specific personality traits associated with the abuser
- Social isolation or limited support network
- Increased financial pressures

d. Shelters. There are approximately 1,200 shelters in the United States for victims of violence by spouses and intimate partners. Local shelters can provide 24-hour hot lines, counseling, job training, medical and legal assistance, referrals to drug and alcohol treatment, and housing assistance. To obtain information you may call the National Domestic Violence Hot Line at 1-800-799-SAFE (7233). For information on the shelters in your area refer to the list below (many of the phone numbers that are not toll-free accept collect calls; 800 numbers may be for in-state access only):

State	Number	State	Number
Alabama	800-650-6522	Missouri	800-548-2480
	334-832-4842		314-634-4161
Alaska	907-272-0100		816-995-1000
Arizona	602-836-0858		417-782-1772
Arkansas	800-332-4443	Montana	406-586-4111
	501-376-3219		406-259-8100
California	415-469-7637	Nebraska	402-463-4677
	916-920-2952	Nevada	800-992-5757
	213-392-9896		702-423-1313
Colorado	303-573-9018	New Hampshire	800-582-7183
	719-633-3819		603-352-3782
Connecticut	203-524-5890	New Jersey	800-572-7233
Delaware	302-762-6110		201-881-1450
Washington, DC	202-347-2777	New Mexico	505-624-0666
Florida	800-892-2849	New York	800-942-6906
	813-344-5555		315-253-3356
	305-761-1133		800-621-HOPE (NYC)
Georgia	706-543-3331	North Carolina	919-683-8628
	404-524-3847		702-885-7233
	912-439-7094	North Dakota	800-472-2911
Hawaii	808-595-3900		701-572-9111
	808-841-0822	Ohio	800-543-1399
Idaho	208-525-1820		419-422-4766
Illinois	217-789-2830		614-354-1010
	618-465-1978	Oklahoma	800-522-9054
			405-557-1210
	708-386-4225	Oregon	503-239-4486
	312-561-3500		503-235-5333
	309-582-7233	Pennsylvania	800-932-4632
Indiana	815-932-5814		412-349-4444
	812-422-5622	Rhode Island	401-723-3051
Iowa	800-942-0333		401-723-3057
	515-243-6147		401-782-3990
Kansas	800-794-4624	South Carolina	800-273-1820
	316-232-2757		803-669-4694
	913-625-4202	South Dakota	605-698-4129
Kentucky	502-581-7222		615-327-0805
Louisiana	504-486-0377	Tennessee	901-664-9727
Maine	207-324-1957		800-252-5400
Maryland	410-757-8300	Utah	801-753-2500
	301-654-1881	Vermont	802-223-1302
Massachusetts	800-992-2600		802-658-3131
	617-426-8492	Virginia	800-838-8238
	508-342-2919		804-221-0990
	413-562-5739	Washington	800-562-6025
Michigan	800-548-2480		206-734-3438
	314-875-1370	West Virginia	800-352-6513
Minnesota	800-289-6177		304-428-2333
	612-646-6177	Wisconsin	608-255-0539
Mississippi	601-435-1968		414-832-1666
			715-623-5177
		Wyoming	307-235-2814

There are numerous programs available for abusers and victims. The PMS will refer these cases to the closest Army Family Advocacy Program Manager (FAPM). For assistance in locating the FAPM, contact the Cadet Command Headquarters POC.

e. **Child Neglect and Abuse.** Child neglect and abuse are alarming and disturbing to the victim, the offender, and the person witnessing the abuse. If you have knowledge of child abuse or child neglect, notify your PMS. In most states it is mandatory to report child abuse. The Army has numerous prevention programs. For resources on reporting child abuse and neglect and parenting programs, you may call Child Help's National Child Abuse Hot Line 1-800-4 A CHILD (800-422-4453) or . for the hearing-impaired 1-800-2 A CHILD. Child help USA is a non-profit agency, and is not involved in investigations by a government agency. Hot-line counselors are able to provide the state or county reporting-number to callers or to provide other referrals. For the states not listed below, calls the national 800 number.

State	Number	State	Number
Arkansas	(800) 482-5964	North Carolina	(800) 662-7030
Arizona	(800) 330-1822	Nebraska	(800) 652-1999
Connecticut	(800) 842-2288	New Hampshire	(800) 894-5533
Delaware	(800) 292-9582	New Jersey	(800) 792-8610
Florida	(800) 962-2873	New Mexico	(800) 432-2075
Iowa	(800) 362-2178	Nevada	(800) 992-5757
Illinois	(800) 252-2873	New York	(800) 342-3720
Indiana	(800) 562-2407	Oklahoma	(800) 522-3511
Kansas	(800) 922-5330	Oregon	(800) 854-3508
Kentucky	(800) 752-6200	Pennsylvania	(800) 932-0313
Massachusetts	(800) 792-5200	Rhode Island	(800) 742-4453
Maine	(800) 452-1999	Texas	(800) 252-5400
Michigan	(800) 942-4357	Utah	(800) 678-9399
Missouri	(800) 392-3738	Virginia	(800) 552-7906
Mississippi	(800) 222-8000	Washington	(800) 562-5624
Montana	(800) 332-6100	West Virginia	(800) 352-6513

f. **Death (family, cadet, cadre).**



(1) Dealing with the death of a cadre member, family member or cadet is difficult for the individuals involved. Realize that discomfort and awkwardness occur for all concerned. People who want to help may feel guilty because they haven't suffered this tragedy; value and belief systems may clash; or they simply may not know what to say or do.

(2) In the event of the death of a service member, the military handles the casualty-assistance requirements. A survival assistance officer (SAO) will be assigned to assist the survivors with claiming benefits, insurance and other important matters. Though you have no official responsibility, you may want to

be prepared to provide support if the chain of command requests your assistance. You can take care of family-support issues. Sometimes you need to inquire discreetly (close family friend, chaplain) about these items and not bother the grieving family. At other times you need to involve them in the decision-making process. Some areas where assistance may be needed are:

- Household-related
 - Are bills due (rent, utilities, and car payment)?
 - Will gifts of food be needed?
 - Are there any dietary restrictions?
 - Are there pets needing care (boarding, walking)?
- Children:
 - What are their ages?
 - Is baby-sitting assistance needed?
 - Are there any medical problems?
- Family and Friends:
 - Do they want to see anyone or prefer to be left alone?
 - Are there friends nearby who can be contacted?
 - Does everyone speak and understand English?
- Outside the Unit:
 - Does the spouse have an employer who needs to be contacted?
 - Are their other groups (employer, church, sports team, and spouses' club) which the family may receive support from?
 - Are there appointments to be canceled?
- Special arrangement for funerals:
 - Should people send flowers or donate money to a fund?
 - Does the family need help in preparing clothes for the service?
 - Is there a special request that the unit can fulfill?
 - Will children need care during the service?
 - Are there transportation or lodging needs for out of town family?
 - Will there be a gathering after the service? Do arrangements need to be made for a place or food, etc.?
 - Have arrangements been made for someone to house sit during the service?

(3) How people can show they care:

- Provide meals (use disposable containers if at all possible!)
- Send a note, card, book or poem
- Offer to do chores, run errands or meet any of the needs discussed above
- Give a plant or flowers
- Provide names of those who have similar losses
- Attend any service, which is open to them
- Provide lawn care, wash car
- Screen phone calls or make phone calls for the family

(4) If the family remains in the area, they will need continued support for weeks and months, so consider:

- Calling periodically
- Inviting the spouse to lunch or the family to dinner
- Include them in activities such as a night at the movies, if appropriate
- Encourage others to keep in touch

(5) If the family leaves the area, they may need assistance with moving and may appreciate your continued support as they transition to a new life.

(6) If the loss of a service member occurs in another company, battalion or brigade, do not hesitate to call the commander's spouse or representative to offer comfort, support and assistance as a representative of your unit.

(7) When the loss involves a child or spouse, the shock to the unit can be overwhelming. Though the unit holds no official responsibility, sometimes memorial services are held to give members of the unit and their families the opportunity to express their grief and show support to the family. Communication with the grieving family is essential, and support should be offered. You may need to use the unit phone-tree to keep unit families informed.

(8) Dealing with miscarriages can be a delicate matter requiring sensitivity and sympathy. You should check with the family before coordinating any support as people respond to loss in different ways. If acceptable to the family, you may consider organizing a meal or going by for a visit. A phone call or a personal note or card would be an appropriate gesture. The extent of your involvement with the family depends on your personal relationship. Be supportive and sincere in your efforts. Being the commander's spouse does not mean you have to spend all your time with the family. If there are other closer friends who would like to be involved, offer support as needed.

(9) When there is a tragedy, you may feel as though you have to be doing something all the time. Often just being there and being a good listener is

what the family needs. Do not forget to pace yourself and encourage others to contribute; otherwise, you may find yourself physically and mentally drained.

g. Suicide.



(1) Suicide is not only a tragic loss of life, but it is disruptive to the surviving members of the community. It can also have a direct impact on mission accomplishment through the loss of the victim, his productivity, and the associated disruption. We must “link” personnel to helping resources and alternatives once we become aware of their need.

(2) Know the facts. Suicides can be prevented. Most suicidal persons want to live; but they cannot see alternatives to their problems. They often view their situation as hopeless. Most often, suicidal persons are temporarily overwhelmed with real life events. Some of the most commonly experienced are relationship difficulties, separation, divorce, financial problems, pending legal or administrative actions, investigation, work problems, loss of a loved one, and major illness. Most suicidal persons give definite warnings of their suicidal intentions, but we are often unaware of the significance of these or do not know how to respond. Suicide cuts across all ranks, ages, and economic, social, religious, and ethnic boundaries. Feelings of hopelessness, such as “there are no solutions to my problem,” are more predictive of suicide than a medical diagnosis of depression. The socially isolated are generally at high risk for suicide.

(3) Be aware of the warning signs. There is no typical suicidal victim, but there are some common warning signs. When acted upon, a life can be saved. A suicidal person may:

- Talk about committing suicide
- Have trouble eating or sleeping
- Experience drastic changes in behavior
- Withdraw from friends or social activities
- Lose interest in hobbies, work, school, etc.
- Prepare for death by making final arrangements
- Give away prized possessions
- Have attempted suicide before
- Take unnecessary risks
- Have had a recent or severe loss
- Be preoccupied with death and dying
- Lose interest in his or her personal appearance
- Increase his or her use of alcohol or drugs

(4) Be aware of feelings. Many persons have had thoughts about suicide at some point in their lives. Most decide to live because they come to realize the crisis is temporary and death isn't. On the other hand, people having a

crisis often think their situation is inescapable and feel a sense of hopelessness and loss of control. Some commonly experienced feelings are:

- Can't stop the pain
- Can't think clearly
- Can't make decisions
- Can't see any way out
- Can't sleep, eat, or work
- Can't get out of depression
- Can't make sadness go away
- Can't see a future without pain
- Can't see themselves as worthwhile
- Can't seem to get someone's attention
- Can't seem to get control

(5) The "Do's:"

- Be aware—learn the warning signs
Get involved—become available—show interest and support—ask if they are thinking about suicide
- Be direct—talk openly about their suicidal thoughts—determine if they have a plan
- Question accessibility to guns, pills, etc.
- Listen—allow expression of feelings
- Offer hope that alternatives are available
- Take action—remove means, if possible

(6) The "Don'ts:"

- Don't lecture or debate—try to be nonjudgmental
- Don't dare them to do it
- Don't give advice
- Don't put them off—take all threats seriously
- Don't act shocked—this will put distance between them and you
- Don't be sworn to secrecy—seek support
- Don't leave them alone—get help immediately

(7) What to do immediately! If you are concerned about an individual you feel may be at risk, get help immediately. Don't leave the person alone. Be up front with him; communicate your concerns and what you are doing to get him help. Contact a mental-health provider and discuss the situation. If it is determined he needs an immediate emergency referral to mental health, have his immediate supervisor go with him. Besides helping the provider understand the situations and behaviors which prompted the referral, it sends a powerful message

to your people that you care for them and have a vested interest in their well being.

(8) If you encounter a suicide in progress, get immediate help through the hospital emergency room or by calling 911. Remain calm and stay with the individual until help arrives. If the individual has a dangerous weapon or firearm, don't be a hero. Remember, the suicidal person is emotionally out of control and in these situations your life may also be in danger.

United States National Suicide and Crisis Hot Lines	
National Hope Line Network 1-800-SUICIDE 1-800-784-2433	National Crisis Line The Help Line USA 1-800-785-8111
National Mental Health Association 1-800-969-6642	Boys Town National Hot Line 1-800-488-3000 TTY
Covenant House National Hot Line 1-800-999-9999	The Trevor Help Line 1-800-448-4663
Youth Crisis Hot Line 1-800-448-4663	Kids Rights 1-800-892-5437
Suicide Prevention Hot Line 1-800-827-7571	

h. Alcohol and Drug Abuse Prevention and Control (AR 600-85)

(1) Objectives of the ADAPCP:

- Prevent alcohol and other drug abuse
- Identify abusers as early as possible
- Restore abusers to duty or identify rehabilitation failures for separation



(2) The abuser may be identified in several ways:

- Self-identification. This is the most desirable method. The soldier realizes he has a problem and asks for assistance.
- Command identification. The commander becomes aware of a soldier whose performance, conduct, interpersonal relations, physical fitness, or health appears adversely affected because of alcohol or drug abuse.
- Biochemical identification. A positive urinalysis in a drug-screening test.

(3) Objectives of biochemical testing:

- Early identification of drug abuse
- Deterrence of experimental/casual drug use

- Monitor rehab progress as part of the rehab plan
- Development of data on prevalence of drug use in the Army

(4) Objectives of the rehabilitation program for military personnel:

- Restore identified personnel to effective duty
- Identify personnel who cannot be rehabilitated

(5) Alcohol and Drug Abuse Prevention Training (ADAPT) consists of the following stages:

- A mandatory 16-hour education program provided to personnel who have no diagnosis of substance abuse and whose use is isolated.
- The Outpatient Treatment Program which provides individual, group, and family counseling on a non-resident basis. This program is for individuals identified as substance abusers. It lasts 30 days minimum; 60-90 days for occasional users and 360 days for dependent users.
- The Inpatient Treatment Program provides a one-year program. The program is for serious substance abusers or those having a chronic dependency.
- The commander is responsible for these programs. If you have concern about an active-duty soldier, contact your PMS. For civilians, refer to the local alcohol support services in your area (for example, Alcoholics Anonymous or local hospitals).



Help and advice are a phone call away.

Appendix C

Being an Advocate



1. Definition. Advocating is representing the interests of oneself or others through documentation of issues and negotiation for solutions.
2. Be Your Own Advocate. Your issues and concerns are the most important to you. You are your best advocate.
 3. Be Proactive, not Reactive.
 - a. Know what your desired outcome is before making calls, going to businesses, or your chain of command.
 - b. Prepare beforehand. Write down your questions and concerns. Make notes for yourself, and do your homework (research your concerns to clarify your thought process).
 - c. Address issues or concerns as they arise, if possible.
 - d. Control your emotions. Emotions cloud your judgment and prevent you from effectively dealing with issues or individuals.
 - e. Document—write down issues and concerns (who/what/where/when). State the issue and why you are dissatisfied or concerned. Note the name (and rank, if applicable) of individual. Note the time and place when the issue or concern occurred (e.g., office, store, or telephone).
 - f. Credibility—by documenting, researching, and addressing your issue or concern with clear statements of fact you can demonstrate your desire to solve it in an organized manner. Your attention to detail will emphasize your credibility.
 - g. Address your issue or concern. Advocating for yourself is not an adverse career move for your family. Follow the above guidelines to substantiate your issue or concern. Reexamine it. Be clear in your own mind “what is your desired outcome.” Take your issue or concern to the appropriate individual (e.g., PMS or senior training NCO).
3. Follow-up. If you are satisfied with your solution, acknowledge this to the assisting authority (e.g., PMS or senior training NCO). If you are not satisfied, take the next step.
 - a. Write a letter.
 - b. Take the issue or concern to the next level.

c. Research the issue and look for possible solutions from other sources. Many questions and concerns can be answered through your research (e.g., web sites, community resources, and specialized agencies).

d. Pursue issues to your satisfaction.

Appendix D

Family Resource Checklist

1. **Family Checklist.** It is important for sponsors and the spouse to have in their possession certain documents and family records. Should an emergency arise, you may need some or all of these documents. Some of the documents listed below may be used often, even when an emergency does not exist. Gather this information and these documents now and put them in a special container or a safe place so you and your spouse or someone outside of your household knows where they are located.



2. **Medical.**

✓	Item
	Are immunizations for each member of the family up to date?
	Where are the health and dental records for each member of the family?
	Who is contacted if medical assistance is needed?
	Who has medical power of attorney?

3. **Finance.**

✓	Item
	Will there be money immediately available on a continuing basis during the sponsor's absence?
	Is there an allotment to be sent to the family or bank, or has the sponsor signed for Sure-pay/Direct Deposit?
	Will the allotment or Sure-pay/Direct Deposit provide for all the necessities to maintain a household?
	What types of accounts does the family have with what banks?
	Where are the bank books and account numbers?
	Does the family have a safety deposit box? If so, where are the box and key located?
	Are all credit card numbers written down and in a safe place?
	What are the companies' numbers and addresses in case of loss or theft?
	Is the spouse prepared to take complete control of the bank accounts?
	Does the spouse know not to write a check unless certain there are funds available?
	Who is contacted regarding allotment or Sure-pay/Direct Deposit problems—
	<ul style="list-style-type: none"> For Active Component members, the military pay section/civilian personnel office/finance office at the nearest Army installation or the Army Community Service.
	<ul style="list-style-type: none"> For Reserve Component members, the family assistance center (FAC) or unit rear detachment/ family support group for referral.

✓	Item
	What payments must be made when and to whom (account number, address, and phone number) for:
	• Mortgage/rent
	• Telephone
	• Water and sewage
	• Electricity
	• Trash
	• Insurance
	• Taxes
	• Gas (home heating)
	• Credit cards
	• Other debts (auto payments, furniture, etc.)

4. Transportation/Automobile.

✓	Item
	Is the spouse familiar with the responsibilities for the automobile?
	What is the name and address of the company holding the lien?
	Where is the vehicle's title?
	Is the registration or a copy in the vehicle?
	Is the vehicle insurance in the car with the registration or a copy of the registration?
	Is the spouse insured to drive the vehicle?
	When is the renewal date for the license plates and safety inspection?
	Does the spouse have a valid drivers license and when does it expire?
	Is a duplicate set of keys available? Where?
	Is the spouse able to make emergency repairs on the car if the need arises (e.g., overheating, flat tire, or dead battery)?
	If the spouse doesn't have a vehicle or is not licensed to drive, what transportation arrangements have been made?
	Who can be called for emergency transportation?

5. Housing.

✓	Item
	Does the spouse know where and how to use the following:
	<ul style="list-style-type: none"> • The electrical control box (fuse/circuit box) to include replacing the fuses when required?
	<ul style="list-style-type: none"> • The water control valve for shutting off the water in case of an emergency (broken or leaking pipe)?
	<ul style="list-style-type: none"> • The gas control valve for shutting off gas in case of an emergency (e.g., leaking pipes or a fire)?
	<ul style="list-style-type: none"> • The name and telephone number of someone to call in case repairs are needed?
	Does the family have a duplicate set of house keys?

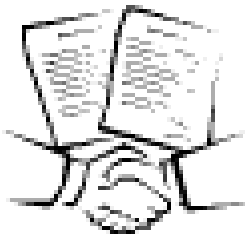
6. Legal and Administrative.

✓	Item
	Are the family members' identification cards up-to-date? (Also applicable to civilians stationed overseas.)
	Where and how are the cards replaced if one disappears?
	Does the spouse have power of attorney to take necessary action on important family matters in the sponsor's absence or any special situation expected to arise?
	Where are the powers of attorney kept?
	Does the family have a copy of everyone's birth certificate?
	Does the spouse have a copy of his or her marriage certificate?
	Are there copies of any adoption papers, divorce decrees, or court order awarding custody of children? If so, where are they kept?
	Does everyone in the family above age two years have a social security number? Can these numbers be easily located?
	Does the spouse have copies of Federal and state tax records?
	Where are the insurance policies kept?
	Does the family know where the stocks, bonds, or securities are kept?
	Does the spouse know where any deeds of land the family owns are?
	Are all important papers safeguarded?
	Do both the sponsor and the spouse have up-to-date wills? Where are they kept?
	If the family is on a housing list, has the housing office been given telephone numbers where the spouse can be reached during the sponsor's absence?

✓	Item
	Checklist of important documents that should be available:
	• Current identification cards for spouse and children.
	• Marriage certificate.
	• Divorce decree.
	• Automobile tag/registration.
	• Wills/burial plan.
	• Powers of attorney.
	• Insurance policies (auto, life, home, etc.).
	• Adoption papers.
	• Letters of naturalization.
	• Passports.
	• Immunization records.
	• Family support handbook.
	Are lists of know emergency telephone numbers for the ambulance, police, fire department, poison control center, and family practice clinic or doctor posted and available in you home?
	Do you know the exact particular unit or organization for your spouse?
	Do you have a recent photograph (full face, light background, about 1 x 1½” including the person’s head) for each dependent family member ten years of age or older?
	Do you have copies of federal and state income tax records for the last six years?

Appendix E

Power of Attorney and Wills



1. Introduction. Each family member should prepare both a will and a power of attorney. These documents will prove to be valuable in the event that the military member and his spouse become separated. A power of attorney is a document that gives an individual (in this case, the spouse) the right to sign the absent spouse's name and do things the absent spouse would if he were present. A will is a written instrument that takes effect upon the death of an individual. Wills provide for the administration of the estate upon the death of the named person.

2. Power of Attorney. There are two types of power of attorney. The general power of attorney enables the spouse to conduct all the soldier's personal affairs. The special power of attorney is used for one specific purpose; e.g., to sell a car. Powers of attorney should be issued for a limited period of time so that the document can be reviewed and revised at certain intervals. The JAG office or your legal representative can assist in drafting, notarizing, and witnessing powers of attorney.

3. Will. Every soldier and military spouse should have a will.

a. A will is an important legal document. There are many types of wills to meet your personal and family needs. The process of making a will should entail discussion between yourself and your spouse. The JAG or your legal representative will assist in drawing up your will.

b. If you are not located close to a military installation, legal aid, law schools at local universities, or paralegal companies may assist you at a reduced cost. You may also seek the services of an attorney (it may be costly).

Appendix F

Child-Care Checklist

1. A practical step to take in finding quality care involves the parents' evaluation of child-care centers or homes prior to selection.

2. The first step in finding quality care is to identify several child-care providers in your area. Once you have obtained a list of several centers or homes, you may want to phone them, using the suggested "telephone-interview questions" to screen out those in which you are not interested, and to begin evaluating those you would like to consider further. You will then want to visit several centers or homes to collect information before deciding which is the best situation for your child. Consider the topics discussed in the interviews when making a decision or following up.

3. Telephone Interview. The telephone interview questions provided in the following paragraphs will help you evaluate the child-care centers and homes. There are separate questions for centers and homes. They can help you determine whether the provider's services meet your needs and your child's needs; and they will help reduce the amount of time spent visiting the child-care providers. Before beginning your telephone interviews, you may want to make a few copies of this page to have available when calling the centers or homes on your list.



a. Tell the person answering the phone your name and the age of the child needing care. Ask if he or she has time to answer a few questions. If not, ask when it would be a good time to call back.

b. Interview questions for a child-care center are provided on the following page:

✓	Question	Response
	Name of center	
	Phone number	
	Name of person answering the questions	
	Address	
	Do you have any openings?	
	If not, do you anticipate having openings in the near future?	
	Is the center licensed?	
	By whom?	
	Is the center accredited?	
	If not, does the center plan to pursue accreditation?	
	What is the cost per week?	
	What does this include (e.g., snacks, meals, diapers)?	
	Are there any extra costs?	
	Is transportation available?	
	To and from what locations?	
	What days and hours is care available?	
	Does the center close for vacations, holidays, staff training, or other reasons?	
	Is sick care available?	
	What are the policies regarding sick children?	
	How many children in each group?	
	How many caregivers for each group?	
	What is the total number of caregivers in the center?	
	How many caregivers have left the center during the past year?	
	What are the education and training requirements for the caregivers?	
	What meals are served?	
	Is there a safe outside play area?	
	What are some sample activities that my child would be involved in?	
	How does the center communicate the curriculum to the parents?	
	Is there a weekly or daily plan available to parents?	
	Does the center provide written policies?	
	Are parents permitted to visit their children unannounced at any time during the day?	
	Other questions you may have:	
	Maybe	
	Not for me	

c. If the basic information sounds like it will meet your needs, ask when you can visit. Be sure to make your appointment for a time the children will be present.

Date and time for visit	
Directions	

d. Interview questions for a child-care home follow:

✓	Question	Response
	Name of caregiver	
	Phone number	
	Name of person answering the questions	
	Address	
	Do you have any openings?	
	If not, do you anticipate having openings in the near future?	
	Is your home licensed?	
	By whom?	
	Is your home accredited?	
	If not, do you plan to pursue accreditation?	
	What is the cost?	
	What does this include (e.g., snacks, meals, diapers) ?	
	Are there any extra costs?	
	What days and hours is care available?	
	If you are sick or on vacation, are there provisions for backup care?	
	What do you do when a child is sick?	
	How many other children are cared for in your home?	
	What meals are served?	
	Is there a safe outside play area?	
	What are some sample activities that my child would be involved in?	
	Are parents permitted to visit unannounced any time during the day?	
	Other questions you may have:	

e. If the basic information sounds like it will meet your needs, ask when you can visit. Be sure to make your appointment for a time the children will be present.

Date and time for visit	
Directions	

4. On-Site Interview.

a. The on-site visit will allow you to make your final decision. Start with the providers who interested you most after your telephone interviews. Be sure to allow enough time for a thorough visit. You may wish to use the following points, as well as the checklist, to observe and evaluate the child care centers/homes. You may want to make a few copies of the checklist and take them along when visiting the centers and homes.

b. Schedule a time to visit when the program is “in session” and the children are awake. Avoid the early afternoon hours when most children are napping. Both parents should try to visit.

c. On-Site Interview Checklist.

✓	Question	Response
	Center or home provider	
	Phone number	
	Address	

How does it LOOK?

✓	Question	Response
	Is it clean, colorful, and in good repair?	
	Is there a safe outside place to play?	
	Is it “child proof”?	
	• Medicines and cleaning supplies are out of reach.	
	• A posted fire evacuation plan.	
	• Electrical outlets are covered or above children’s reach.	
	Are there different areas for each activity and are you satisfied with the amount of space for each?	
	Is there adequate usable playroom floor space inside and outside?	
	Are there sufficient numbers and a variety of toys that will appeal to your child and that are in good condition?	
	Are the meals nutritious? Do they include foods your child will eat? (Ask to see a weekly menu.)	

How does it SOUND?

✓	Question	Response
	Do the children's voices sound happy and are they at a reasonable noise level?	
	Are the caregivers' voices calm and caring?	
	Is there children's music or singing at some time during the day?	

How about the STAFF?

✓	Question	Response
	Are the caregivers actively involved with the children, not talking to each other, doing paperwork, or "chores"?	
	Are good health habits followed (hand washing, diaper changing)?	
	Are the parents encouraged to make unscheduled visits?	
	Do the caregivers establish rules that children can follow?	
	Do the caregivers spend time holding and talking to the children?	
	Are the caregivers warm and friendly toward the children?	
	Do the caregivers treat each child as an individual?	
	Is there a schedule of activities posted?	
	Is the discipline fair and consistent without yelling or hitting?	
	Are the children supervised at all times?	
	Do the caregivers talk to the children frequently, pleasantly, and in a way the children can understand?	

How about the CHILDREN?

✓	Question	Response
	Do the children seem to be comfortable, happy, and enjoying themselves?	
	Are the children encouraged to be independent, allowed to “do it myself”?	
	Is there a balanced schedule that includes active and quiet times, group and individual times, and indoor and outdoor play?	
	Are the children comforted when needed?	
	Are the children actively engaged in a variety of “hands-on” activities appropriate to their age and interests?	
	Are the children allowed to make choices among a variety of activities and learning opportunities?	

How do YOU Feel?

✓	Question	Response
	Do you feel your child will be well cared for?	
	Do you feel the home or center is safe and cheerful?	
	Do you feel your child can learn here?	
	Would you feel comfortable leaving your child here?	
	Would you feel comfortable calling or visiting unannounced at any time?	
	Would you feel comfortable talking and working with the caregivers?	

d. If, after the visit, you are considering sending your child to this center or home, ask for several references, preferably parents of children already participating. You will want to contact these parents to ask them about their experiences with the center or home.

5. Follow-up Monitoring. Once you select a child-care center or home, you will need to monitor the quality of care your child receives. This can be accomplished when you:

- a. Involve yourself in your child's program and parent activities.
- b. Observe your child in the child-care setting and discuss problems as they appear.
- c. Ask your child what he does and how he feels about the child-care center or home. Listen carefully to the responses. Follow-up and ask questions when you have concerns.
- d. Drop in frequently to observe the number of children and caregivers present, whether there is supervision, the conditions of the facility, and the daily activities.
- e. Communicate with other parents in the program.

6. Child-Care Resource Numbers.

a. The listings do not include every child-care referral service in each state. If you live in an area that is not listed, please contact Child Care Aware at 1-800-424-2246. You also can call the state office (listed at the beginning of most of the state listings) or the child-care referral service nearest to you for a referral to the appropriate child-care organization.

b. The following organizations provide lists of licensed child-care centers or home providers free of charge (unless otherwise noted). They are listed alphabetically by state, with the state office (where there is such an office) listed first, followed by the other organizations. This is not intended to be a complete listing of all child-care referral agencies, and inclusion in this listing does not constitute an endorsement by Cadet Command.

ALABAMA	
Department of Human Resources Office of Day Care 50 Ripley Street Montgomery, AL 36130-1801 (334) 242-1425	Calhoun County Department of Human Resources PO Box 1869 1200 Noble Street Anniston, AL 36202-1869 (256) 231-8100
Jefferson County Department of Human Resources PO Box 11926 Birmingham, AL 35202-1926 (205) 918-5100	Family Guidance Center 2431 West Main Street Dothan, AL 36301 (334) 712-7777
Child Care Management Agency 412 South Court Street, Suite 306 Florence, AL 35630 (256) 764-9381	Gulf Regional Child Care Management Agency PO Box 16005 Mobile, AL 36616 (334) 473-1060
Family Guidance Center 1230 Perry Hill Road Montgomery, AL 36109 (334) 244-0774	Child Care Resource Center 3766 Pepperell Parkway Opelika, AL 36801 (334) 749-8400
Tuscaloosa County Department of Human Resources PO Box 70100 3716 12th Avenue East Tuscaloosa, AL 35405 (205) 554-1100	

ALASKA	
Family and Youth Services Anchorage Service Unit – Licensing Unit, Suite 201 550 West 8th Avenue Anchorage, AK 99501 (907) 276-1450	Child Care Connection PO Box 240008 Anchorage, AK 99524-0008 (907)563-1966 ¹⁵
Municipality of Anchorage Health and Human Services P.O. Box 196650 Anchorage, AK 99519-6650 (907) 343-4758	

¹⁵ Provides referral services for a sliding-scale fee of \$5 to \$50 based on income.

ARIZONA	
Arizona Department of Health Services Office of Child Day Care Licensing 1647 E. Morten, Suite 230 Phoenix, AZ 85020 (602) 674-4220	Child Care Resource and Referral 3910 S. Rural Road, Suite O Tempe, AZ 85282 (602) 244-2678 Toll Free 1-800-932-7490 (In State)
Tucson Association for Child Care Inc. 1030 N. Alvernon Way Tucson, AZ 85711 (520) 327-0441	

ARKANSAS	
Arkansas Child Care Resource Center 101 E. Capitol, Suite 106 Little Rock, AR 72201 (501) 682-4892 Toll Free 1-800-445-3316 (In State)	

CALIFORNIA	
Community Connection for Child Care 2000 24th Street Bakersfield, CA 93301 (805) 861-5200	Central Valley Children's Services Network 5030 East University Avenue Fresno, CA 93727 (209) 456-8195
Child and Family Services 155 N Occidental Boulevard Los Angeles, CA 90026 (213) 427-2700	Crystal Stairs, Inc. 5105 West Goldleaf Circle Los Angeles, CA 90056 (213) 299-0199
Community Resources for Children 5 Financial Plaza, Suite 224 Napa, CA 94558 (707) 253-0366	Bananas 5232 Claremont Avenue Oakland, CA 94618 (510) 658-0381 or (510) 658-6177
Child Development Resource and Referral Center 2500 Vineyard Ave., Suite 200 Oxnard, CA 93030 (805) 485-7878 or (805) 487-4931	Early Childhood Services Shasta County Office of Education 3200 Adams Lane Redding, CA 96002 (530) 224-3200
Child Action, Inc. Foundation 9961 Horn Road Sacramento, CA 95827 (916) 369-0191	Mexican American Opportunity 622 Alisal Street #5 Salinas, CA 93905 (831) 757-0756 Toll Free 1-800-339-9306

CALIFORNIA (Continued)	
San Bernardino County Superintendent of Schools Child Development Services 601 North E Street San Bernardino, CA 92410-3093 (909) 384-1492	YMCA Child Care Resource Service 8787 Complex Drive, #400 San Diego, CA 92123-1401 Toll Free 1-800-481-2151
CA Child Care Resource and Referral 111 New Montgomery Street, 7th Floor San Francisco, CA 94105 (415) 882-0234	Children's Council of San Francisco 575 Sutter Street, 2nd Floor San Francisco, CA 94102 (415) 243-0700 or (415) 243-0111
Wu Yee Children Service 888 Clay Street San Francisco, CA 94108 (415) 391-8993	Marin Child Care Council 555 Northgate Drive San Rafael, CA 94903 (415) 479-2273
Children's Home Society 525 North Cabrillo Park Drive Santa Ana, CA 92701 (714) 543-2273	Children's Resource and Referral 1124 Castillo Street Santa Barbara, CA 93101-3614 (805) 962-8988
Children's Resource and Referral Program 705 Main Street, Suite 106 Santa Maria, CA 93454 (805) 925-1989	4C's of Sonoma County 396 Tesconi Court Santa Rosa, CA 95401 (707) 544-3084
Family Resource and Referral Center 509 West Weber Avenue, Suite 104 Stockton, CA 95203 (209) 948-1553 Toll Free 1-800-526-1555	Children's Home Society of California 1130 Civic Center Boulevard, Suite B Yuba City, CA 95993 (530) 673-7503 Toll Free 1-800-552-0400
4C's Council of Santa Clara County 111 East Gish Road San Jose, CA 95112 (408) 487-0747	

COLORADO	
City of Boulder Children's Services PO Box 791 Boulder, CO 80306 (303) 441-3180	The Work and Family Resource Center 1391 North Speer Boulevard, Suite 400 Denver, CO 80204 (303) 534-2625
The Women's Center 424 Pine Street, #102 Fort Collins, CO 80524 (303) 441-0560	The Women's Center of Larimer County 565 North Cleveland Loveland, CO 80537 (970) 663-2288

CONNECTICUT	
Child Care Infoline United Way of Connecticut 1344 Silas Dene Highway Rocky Hill, CT 06067 Toll Free 1-800-505-1000	

DELAWARE	
Family Workplace Connection 3511 Silverside Road Wilson Building, Suite 100 Wilmington, DE 19810 (302) 479-1660	

DISTRICT OF COLUMBIA	
Department of Consumer and Regulatory Affairs 614 H Street, NW, Room 1035 Washington, DC 20001 (202) 727-7226	

FLORIDA	
Florida Child Care Resource and Referral Network 2807 Remington Green Circle Tallahassee, FL 32308 Toll Free 1-800-423-6786 (In State)	

GEORGIA	
Georgia Department of Human Resources Department of Regulatory Services Child Care Licensing Section 2 Peachtree Street, NW 32nd Floor, Rm. 458 Atlanta, GA 30303-3167 (404) 885-5562	Child Care Solution Resource and Referral Service 1447 Peachtree Street, NE., Suite 700 Atlanta, GA 30309 (404) 885-1585 ¹⁶
Community Connection 850 College Station Road Athens, GA 30605-2718 (706) 353-1313	

¹⁶ Provides referral services for a sliding-scale fee of \$10 to \$50 depending on income.

HAWAII	
People Attentive to Children (PATCH) 2828 Paa Street, Suite 3160 Honolulu, HI 96819 (808) 839-1988	

IDAHO	
Department of Health and Welfare Family and Community Services PO Box 83720, 5th Floor Boise, ID 83720-0036 (208) 334-5700	Child Care Connections 950 N. Cole Road Boise, ID 83704 (208) 342-4453 ¹⁷

ILLINOIS	
Illinois Department of Children and Family Services Chicago, IL 60601 (312) 814-6800	Cook County Child Care Resource and Referral Service 4753 N. Broadway, Suite 1200 Chicago, IL 60640 (773) 769-8000 ³
Illinois Central College The Child Care Connection 1 College Drive East Peoria, IL 61635 (309) 694-5197 Toll Free 1-800-421-4371 ³	YWCA Child Care Resource and Referral Services 739 Roosevelt Road Building 8, Suite 210 Glen Ellyn, IL 60137 (630) 443-4399 or (630) 790-3030 ³
Child Care Resource Service University of Illinois 166 Bevier Hall 905 S. Goodwin Street Urbana, IL 61801 (217) 333-3252 Toll Free 1-800-325-5516 ³	

¹⁷ Provides referral services for a sliding-scale fee depending on income.

INDIANA	
Family and Social Services Administration Division of Family and Children 402 W. Washington Street Room W-364 Indianapolis, IN 46204 (317) 232-4469 ¹⁸	Child Care Resource and Referral Program YWCA Guion Road Indianapolis, IN 46254 (317) 299-2273
4-C's 425 N. Michigan Street, Suite 208 South Bend, IN 46601 (219) 289-7815 Toll Free 1-800-524-4533	4-C's for the Wabash Valley 1801 N 6th St., Suite 600 Terre Haute, IN 47804 (812) 232-3952 ¹⁹

IOWA	
Child Care Resources Center 1035 3rd Avenue, SE Cedar Rapids, IA 52403 (319) 366-0054 Toll Free 1-800-332-5289	Community Child Care Resource and Referral Services Davenport, IA 52803 (319) 324-1302 Toll Free 1-800-369-3778 ²⁰
Polk County Child Care Resource Center City View Plaza, Suite H 1200 University Des Moines, IA 50314 (515) 286-3536	4-C's 1500 Sycamore Street Iowa City, IA 52240 (319) 338-7684 ²¹

KANSAS	
Child Care Association of Wichita/Sedgwich Counties 1069 Parklane Office Park Wichita, KS 67218 (316) 682-1853	

¹⁸ Provides a listing of child care providers for a charge of 15 cents per page.

¹⁹ Provides referral services for a \$15 fee.

²⁰ Provides referral services for a sliding-scale fee of \$0 to \$30 depending on income.

²¹ Provides referral services for a sliding-scale fee of \$0 to \$12.50 depending on income.

KENTUCKY	
Division of Licensing and Regulation 275 E. Main Street CHR Building, 4th Floor Frankfort, KY 40621 (502) 564-2800	Child Care Council of Kentucky 880 Sparta Court, Suite 100 Lexington, KY 40504 (606) 254-9176
Community Coordinated Child Care 1215 S. 3rd Street Louisville, KY 40203 (502) 636-1358	

LOUISIANA	
Department of Social Services License Bureau PO Box 3078 Baton Rouge, LA 70821 (504) 922-0015 ²²	Agenda For Children PO Box 51837 New Orleans, LA 70151 (504) 586-8509
Child Care Services of NW. Louisiana, Inc. 209 Milan, Suite C Shreveport, LA 71101-7228 (318) 227-1812	

MAINE	
Penquis Child Care Services 120 Cleveland Street Bangor, ME 04401 (207) 941-2843 ²³	The Child Care Connection PO Box 10480 Portland, ME 04104 (207) 871-7449

MARYLAND	
LOCATE Child Care Maryland Committee for Children 608 Water Street Baltimore, MD 21202 (410) 625-1111 ⁹	Prince George's Child Care Resource Center 9475 Lottsford Road, Suite 202 Landover, MD 20785 (301) 772-8400

²² Provides referral listing for 25 cents a page.

²³ Provides referral services for a \$5 fee.

MARYLAND (Continued)	
Child Care Connections 332 W. Edmonston Drive Rockville, MD 20852 (301) 279-1773 ²⁴	

MASSACHUSETTS	
State Office for Children One Ashburton Place, 11th Floor Boston, MA 02108 (617) 727-8900	Child Care Circuit 190 Hampshire Street Lawrence, MA 01840 (978) 687-1157
Child Care Connection Family Services of Central Massachusetts 100 Grove Street, Suite 102 Worcester, MA 01605 (508) 757-3880 ²⁵	

MICHIGAN	
Department of Social Services Child Day Care Licensing Unit Grand Tower – Suite 1212 PO Box 30650 Lansing, MI 48909-8150 (517) 373-8300	Child Care Network 3060 Packard Road, Suite-G Ann Arbor, MI 48108 (734) 975-1840
The Child Care Coordinating Council of Detroit and Wayne Counties, Inc. 2751 East Jefferson, Suite 420 Detroit, MI 48207 (313) 259-4411	Michigan 4-C Association 2875 Northwind Drive, Suite 200 East Lansing, MI 48823 (517) 351-4171
Greater Flint/Thumb Area 4-C Association 310 E 3rd Street - 5th Floor Flint, MI 48502 (810) 232-0145	Kent Community Regional 4-C Coordinated Child Care 233 E. Fulton Street, Suite 107 Grand Rapids, MI 49503 (616) 451-8281 ²⁶
Child Care Resource and Referral of Kalamazoo 3304 Mindi Lane Kalamazoo, MI 49001 (616) 349-3296	Office for Young Children PO Box 30161 Lansing, MI 48909-7661 (517) 887-6996

²⁴ Provides referral services for a \$15 fee.

²⁵ Provides referral services for a nominal fee.

²⁶ Provides enhanced referral services for \$25.

MINNESOTA	
Greater Minneapolis Day Care Association Child Care Resource and Referral Inc. 1628 Elliot Avenue South Minneapolis, MN 55404 (612) 341-2066 ²⁷	Child Care Choices 640 54th Ave. North, Suite-A Saint Cloud, MN 56301 (320) 251-5081 Toll Free 1-800-288-8549 ¹³
Division of Licensing Department of Human Services 444 Lafayette Road North Saint Paul, MN 55155-3842 (612) 296-3971	Resources for Child Care, Inc. 450 N. Syndicate, Suite 5 Saint Paul, MN 55104 (612) 641-0332 ²⁸

MISSISSIPPI	
State Department of Health Child Care Facilities Licensing PO Box 1700 Jackson, MS 39215-1700 (601) 576-7613 Toll Free 1-800-737-7613 (In State)	

MISSOURI	
Bureau of Child Care Safety and Licensure PO Box 777 1414 W. Elsinbale Springfield, MO 65801-0777 (417) 895-6541	Department of Health Child Care Unit Central District Health Office PO Box 570 1001-A Southwest Boulevard Jefferson City, MO 65102-0570 (573) 751-2450
Child Day Care Association 2031 Olive Street Saint Louis, MO 63103 (314) 241-3161	Department of Health Bureau of Child Care 220 South Jefferson St. Louis, MO 63103 (314) 877-0210 ²⁹

MONTANA	
Montana Department of Family Services P.O. Box 8005 48 N. Last Chance Gulch Helena, MT 59604-8005 (406) 444-5900	

²⁷ Provides referral services for a sliding-scale fee of \$0 to \$35 depending on income.

²⁸ Provides referral services for a sliding-scale fee of \$0 to \$45 depending on income and family size.

²⁹ Provides referral services for \$25.

NEBRASKA	
Nebraska Department of Social Services 301 Centennial Mall South PO Box 95026 Lincoln, NE 68509-5026 (402) 471-3121	Lincoln/Lancaster County Health Department Child Care Connection 3140 N. Street Lincoln, NE 68510 (402) 441-8026
Department of Social Services 1215 South 42nd Street Omaha, NE 68105 (402) 595-3452	

NEVADA	
Child Care Licensing Bureau 711 E. 5th Street Carson City, NV 89710 (702) 684-4400	Privilege License Division 400 East Stewart Avenue PO Box 1900 Las Vegas, NV 89101 (702) 229-6281
Clark County Social Services 1600 Pinto Lane Las Vegas, NV 89106 (702) 455-3894	Washoe County Social Services PO Box 11130 Reno, NV 89520-0027 (702) 328-2300

NEW HAMPSHIRE	
New Hampshire Bureau of Child Care Licensing 129 Pleasant Street Brown Building Concord, NH 03301 (603) 271-4624	Family Works Child Services of New Hampshire 99 Hanover Street, Box 448 Manchester, NH 03105 (603) 668 -1920 ³⁰
Family Works 500 Amherst Street Nashua, NH 03063 (603) 889-7189 ¹⁶	

NEW JERSEY	
Tri-County Child Services 10 Washington Street Bridgeton, NJ 08302 (609) 451-8100	Somerset County The Child Care Connection, Inc. 14 West Cliss Street Summerville, NJ 08876 (908) 725-4428

³⁰ Provides referral services for \$15.

NEW JERSEY (Continued)	
Burlington County Community Action Program 718 S. Route 130 Burlington, NJ 08016 (609) 267-7674	Urban League 779 Bergen Avenue Jersey City, NJ 07306 (201) 432-8133 (Ocean County)
CHS Child Care 761 River Ave., Suite-B Lakewood, NJ 08701 (732) 905-6363	Essex County Hospital Center Child Care Center 125 Fairview Avenue Cedar Grove, NJ 07009 (973) 857-8665
City of Newark Office of Children 110 William Street Newark, NJ 07102 (973) 733-7976	Sussex County NORWESCAP, Inc. 93 Main Street Newton, NJ 07860 (973) 383-3461
Atlantic County Women's Center PO Box 311 Northfield, NJ 08225 (609) 646-1180	North Jersey 4-C's 22 Mill Street, Suite 2200 Patterson, NJ 07501 (973) 684-1904
Warren County Catholic Charities Child Care Channels 319 Maple Street Perth Amboy, NJ 08861 (908) 454-2074	Morris County Children's Services of Morris County, 855 State Route 10, Suite 114 Randolph, NJ 07869 (973) 927-6060
EIRC/SRCCRC 606 Delsea Drive Sewell, NJ 08080 (609) 582-8282	The Child Care Connection, Inc. 2425 Pennington Road Trenton, NJ 08638 (609) 737-3945
Camden County Division for Children 1300 Admiral Wilson Boulevard Camden, NJ 08109 (609) 756-0023	United Way of Monmouth County 1415 Wycoff Road Farmingdale, NJ 07727 (732) 938-5988
Bergen County Department of Human Services Office for Children Court Plaza South, Room 114 W 21 Main Street Hackensack, NJ 07601-7000 (201) 646-3694	

NEW MEXICO	
Child Care Licensing Bureau Children, Youth, and Family Department PO Drawer 5160 Santa Fe, NM 87502-0516 (505) 827-1206	CARINO Child Care Resource and Referral of the YWCA 7201 Paseo del Norte, NE Albuquerque, NM 87113 (505) 822-9922 x105
Roswell Child Care Resource and Referral P.O. Box 3038 Roswell, NM 88202-3038 (505) 622-9000	Child Care Resource and Referral Project Santa Fe Community College 6401 Richard Avenue Sante Fe, NM 87505 (505) 471-8200

NEW YORK	
New York State Child Care Coordinating Council 130 Ontario Street Albany, NY 12206 (518) 463-8663	Child Development Support Corporation 1213 Fulton Street Brooklyn, NY 11216 (718) 398-6738
Child Care Coalition of the Niagara Frontier 2635 Delaware Avenue Buffalo, NY 14216 (716) 877-6666	Child Care Council of Suffolk 60 Calvert Avenue Commack, NY 11725-3228 (516) 462-0303
Day Care Council of Nassau County 925 Hempstead Turnpike Franklin Square, NY 11010 (516) 358-9250	Capitol District Child Care Coordinating Council, Inc. 91 Broadway Menands, NY 12204 (518) 426-7181
Child Care, Inc. 275 Seventh Avenue, 15th Floor New York, NY 10001 (212) 929-4999	Chinese-American Planning Council 365 Broadway, 1st Floor New York, NY 10013 (212) 941-0030/0038
Day Care Council of New York, Inc. 10 E. 34th Street, 6th Floor New York, NY 10016 (212) 213-2423	Mid-York Child Care Coordinating Council c/o Cornell Cooperative Extension Oneida County 121 2nd Street Oriskany, NY 13424 (315) 736-7805
Dutchess County Child Development Council, Inc. 70 Ocerocker Road Poughkeepsie, NY 12603 (914) 473-4141	Child Care Council, Inc 595 Blossom Rd., Suite 120 Rochester, NY 14610 (716) 654-4720 Toll Free 1-800-743-KIDS (In State)
Schenectady County Child Care Council c/o Carver Day Care Center 700 Craig Street Schenectady, NY 12307 (518) 374-8031	Onondaga County Child Care Council 3175 East Tennessee Street, Suite 5 Syracuse, NY 13224 (315) 446-1220

NORTH CAROLINA	
Buncombe County Child Development 38 Garfield, Suite A Asheville, NC 28803 (828) 255-5725	Child Care Resources, Inc. 700 Kenilworth Avenue Charlotte, NC 28204 (704) 376-6697
Child Care Information and Referral United Day Care Services 1200 Arlington Street Greensboro, NC 27406	Child Care Resource and Referral of Wake County, Inc. 4 North Blount Street Raleigh, NC 27601 (919) 832-7175
Division of Child Development P.O. Box 29553 Raleigh, NC 27626-0553 (919) 662-4499	

NORTH DAKOTA	
Children and Family Services Department of Human Service State Capitol 600 E. Boulevard Avenue, Dept. 325 Bismarck, ND 58505-0268 (701) 328-3580	Tri Valley Opportunity 500 Stanford Road Grand Forks, ND 58203 Toll Free 1-800-KIDS-ETC ³¹
Lakes and Prairies Child Care Resource and Referral 715 11th St. N., Suite 402 Moorehead, MN 56561-0919 Toll Free 1-800-452-3646 ¹⁷	

OHIO	
Child Day Care Licensing Section 65 E. State Street, 2nd Floor Columbus, OH 43266-0423 (614) 466-3822 ³²	4-C's 1225 East McMillian Street Cincinnati, OH 45206 (513) 221-0033
Starting Point for Child Care and Early Education 2000 East 9th, Suite 1220 Cleveland, OH 44115 (216) 431-1818	Action for Children 78 Jefferson Avenue Columbus, OH 43215 (614) 224-0222

³¹ Provides referral services for a sliding-scale fee of \$0 to \$25 depending on income.

³² There is a \$10 charge for a directory that lists child-care services.

OHIO (Continued)	
Child Care Clearinghouse 414 Valley Street Dayton, OH 45404 (937) 461-0600	YW Child Care Connections 1018 Jefferson Avenue Toledo, OH 43624 (419) 255 -5519 ³³

OKLAHOMA	
Office of Child Care Department of Human Services PO Box 25352 Oklahoma City, OK 73125 (405) 521-3561	Child Care Connection 3024 Paseo Drive Oklahoma City, OK 73103 (405) 525-3111

OREGON	
Metro AMA Care Information Service Family Day and Night Care PO Box 11243 Portland, OR 97211 (503) 285-0493	Child Care Information Service Sairziew Industrial Drive, SE Salem, OR 97302 (503) 585-2491 Toll Free 1-800 -289-5533 ³⁴

PENNSYLVANIA	
Department of Public Welfare Central Region Daycare DPW Complex 2 Hillcrest Building 53 Harrisburg, PA 17105 (717) 772-7078 Toll Free 1-800-222-2117	Department of Public Welfare Southeast Region Day Care 502 State Office Building 1400 Spring Garden Street Philadelphia, PA 19130-4088 (215) 560-2541 Toll Free 1-800-346-2929
Department of Public Welfare Western Region Day Care 701 State Office Building 300 Liberty Avenue Pittsburgh, PA 15222 (412) 565-5175 Toll Free 1-800-222-2149	Department of Public Welfare NE Region Day Care Room 339 Slate Office Bldg. 100 Lackawanna Avenue Scranton, PA 18503 (717) 963-4371 Toll Free 1-800-222-2108
Selinsgrove Community Service Center P.O. Box 500 Selinsgrove, PA 17870 (717) 374-2675	

³³ Provides referral services for a sliding-scale fee of \$0 to \$25 depending on income.

³⁴ Provides referral services for residents of Marion, Polk, and Yamhill counties.

RHODE ISLAND	
Day Care Licensing Department for Children, Youth, and Families 610 Mt. Pleasant Avenue Providence, RI 02908 (401) 222-4741	Options for Working Parents 30 Exchange Terrace Providence, RI 02903 (401) 272-7510

SOUTH CAROLINA	
Department of Social Services Day Care Licensing Unit PO Box 1520 Room 520 Columbia, SC 29202 (803) 898-7345	Department of Social Services Day Care Licensing Unit PO Box 440 Walterboro, SC 29488 (843) 549-1894

SOUTH DAKOTA	
Department of Social Services Office of Child Protection 510 North Campbell Street PO Box 2440 Rapid City, SD 57701 (605) 394-2434	Department of Social Services Office of Child Protection 300 East 6th Street Sioux Falls, SD 57102-0490 (605) 367-5460

TENNESSEE	
Department of Human Services Child Care Resource and Referral Services 400 Deaderick Street Nashville, TN 37248-9810 (615) 313-4820 (Davis County residents) Toll Free 1-800-462-8261 (other residents)	

TEXAS	
Texas Department of Protective and Regulatory Services PO Box 149030 Austin, TX 78714-9030 (512) 438-4800	Texas Department of Protective and Regulatory Services 6200 I-40 West Amarillo, TX 79116-3700 (806) 354-5327
Texas Department of Protective and Regulatory Services 1501 Circle Drive, Suite 360 Fort Worth, TX 76119 (817) 321-8000	Texas Department of Protective and Regulatory Services 2355 North Stemmons Freeway Dallas, TX 75207 (214) 951-7902

TEXAS (Continued)	
Texas Department of Protective and Regulatory Services PO Box 16017 Mail Code 175-6 Houston, TX 77222-6017 (713) 767-2600	Texas Department of Protective and Regulatory Services 3635 Southeast Military San Antonio, TX 78223 (210) 333-2004

UTAH	
Department of Community and Economic Development Governor's Office of Child Care 324 South State, Suite 500 Salt Lake City, UT 84111 (801) 538-8733	

VERMONT	
Department of Social and Rehabilitation Services Division of Licensing and Regulation Children's Day Care Unit 103 South Main Street Waterbury, VT 05671-2401 (802) 241-2158	Child Care Resource and Referral Center of Chittenden County 28 Commerce Street Williston, VT 05495 (802) 863-3367

VIRGINIA	
Alexandria Office for Early Childhood Development 2525 Mt. Vernon Avenue Alexandria, VA 22301 (703) 838-0874	Arlington Child Care Office 1801 North George Mason Drive Arlington, VA 22207 (703) 228-5101
Office for Children, Youth, and Family Services 116 W. Jefferson Street Charlottesville, VA 22902 (804) 977-4260 Toll Free 1-800-488-4260	Montgomery County Youth, and Family Services Department of Social Services 210 South Pepper Street, Suite-B Christiansburg, VA 24068 (540) 382-6990
Child Care Resource System Fairfax County Office for Children 12015 Lee Jackson Highway 3rd Floor, Suite 300 Fairfax, VA 22033 (703) 359-5860	Falls Church Department of Housing and Human Services 300 Park Avenue Falls Church, VA 22046 (703) 248-5005

VIRGINIA (Continued)	
City of Manassas Department of Social Services 8955 Center Street Manassas, VA 20110 (703) 361-8277 or (703) 631-0499	The Planning Council 130 West Plume Street Norfolk, VA 23510 (757) 622-9268
Council of Community Services PO Box 598 Roanoke, VA 24004 (540) 985-0131 Toll Free 1-800-354-3388 (outside Roanoke)	Loudoun County Department of Social Services 102 Heritage Way, NE, Suite 200 Leesburg, VA 20176 (703) 777-0353

WASHINGTON	
Child Care Resources 2719 East Madison, Suite 300 Seattle, WA 98112 (206) 461-3708	Benton-Franklin Community Action Committee 720 West Court Pasco, WA 99301 (509) 547-1718
Family Care Resources 525 East Mission Avenue Spokane, WA 99202 (509) 482-0996 ³⁵	Catholic Family and Child Care Services Child Care Resource and Referral 5301-C Tieton Drive Yakima, WA 98908 (509) 965-7109

WEST VIRGINIA	
Central Child Care of West Virginia 1206 Virginia Street, East Charleston, WV 25301 (304) 340-3667	Department of Health and Human Resources Bureau of Social Services 4190 Washington Street West Charleston, WV 25313 (304) 558-4098
Department of Health and Human Resources Day Care Center 3135 16th Street Road Huntington, WV 25701 (304) 528-5800	Department of Health and Human Services PO Box 1547 400 5th Street Parkersburg, WV 26102 (304) 485-8461

³⁵ Provides referral services for a sliding-scale fee of \$5 to \$25 depending on income.

WISCONSIN	
Child Care Information and Referral 519 West Wisconsin Avenue Appleton, WI 54911 (920) 734-0966	Community Coordinated Child Care of Dane County 3200 Monroe Street Madison, WI 53711 ³⁶
Community Coordinated Child Care of Milwaukee, Ozaukee, Washington, Waukeesha Counties 116 East Pleasant Street Lower Level Milwaukee, WI 53212 (414) 562-2676 ³⁷	Child Care Resource and Referral 631 Hazel Street PO Box 1100 Oshkosh, WI 54902 (920) 236-2000 ²³

WYOMING	
Jan Estebo Children's Nutrition Service P.O. Box 2455 Casper, WY 82602 (307)266-1236	

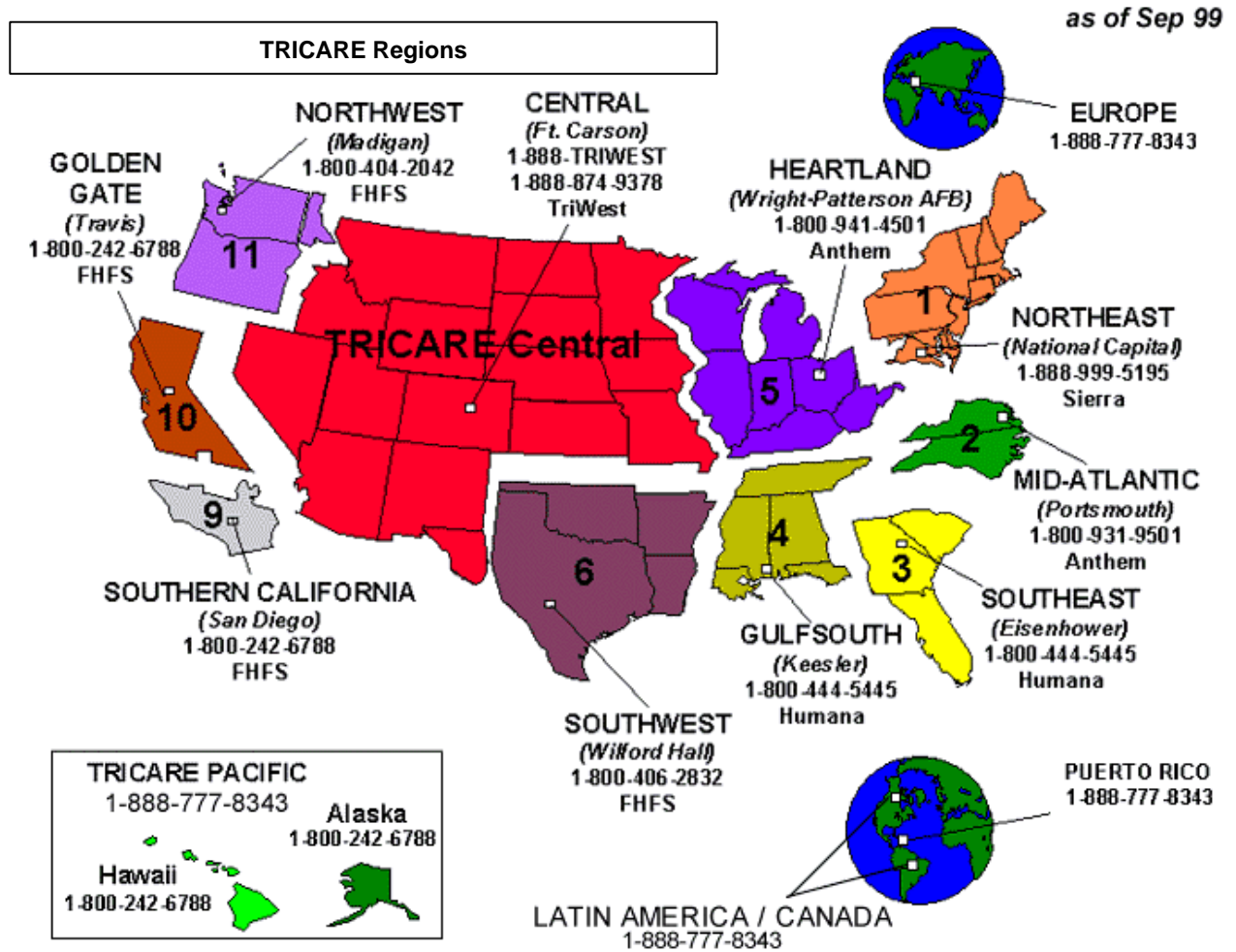
³⁶ Provides referral services for a sliding-scale fee of \$0 to \$15 depending on income.

³⁷ Provides referral services for a sliding-scale fee of \$0 to \$35 depending on income.

Appendix G

TRICARE

1. Regions. The following map shows the TRICARE regions.



2. TRICARE Prime Remote Telephone Numbers. Members can call these numbers to inquire concerning their TRICARE benefits and to obtain enrollment forms and other materials for the TRICARE Prime Remote program.

State³⁸	Number	State¹	Number
Alabama (4)	1-877-249-9179	Missouri – St Louis (5)	1-800-941-4501
Alaska (12)	1-800-242-6788	Montana (Central)	1-877-554-2224
Arizona (Central)	1-877-554-2224	Nebraska (Central)	1-877-554-2224
Arizona – Yuma (9)	1-800-242-6788	Nevada (Central)	1-877-554-2224
Arkansas (6)	1-800-406-2832	New Hampshire (1)	1-888-999-5195
East Arkansas ³⁹ (4)	1-877-249-9179	New Jersey (1)	1-888-999-5195
California (9, 10)	1-800-242-6788	New Mexico (Central)	1-877-554-2224
Colorado (Central)	1-877-554-2224	New York (1)	1-888-999-5195
Connecticut (1)	1-888-999-5195	North Carolina (2)	1-800-931-9501
Delaware (1)	1-888-999-5195	North Dakota (Central)	1-877-554-2224
Florida (3, 4)	1-877-249-9179	Ohio (5)	1-800-941-4501
Georgia (3)	1-877-249-9179	Oklahoma (6)	1-800-406-2832
Hawaii (12)	1-800-242-6788	Oregon (11)	1-800-404-2042
Idaho (Central)	1-877-554-2224	Pennsylvania (1)	1-888-999-5195
Northern Idaho (11)	1-800-404-2042	Rhode Island (1)	1-888-999-5195
Illinois (5)	1-800-941-4501	South Carolina (3)	1-877-249-9179
Indiana (5)	1-800-941-4501	South Dakota (Central)	1-877-554-2224
Iowa (Central)	1-877-554-2224	Tennessee (4)	1-877-249-9179
Kansas (Central)	1-877-554-2224	Texas (6)	1-800-406-2832
Kentucky (5)	1-800-941-4501	Texas – El Paso (Central)	1-877-554-2224
Eastern Louisiana (4)	1-877-249-9179	Utah (Central)	1-877-554-2224
Western Louisiana (6)	1-800-406-2832	Vermont (1)	1-888-999-5195
Maine (1)	1-888-999-5195	Northern Virginia (1)	1-888-999-5195
Maryland (1)	1-888-999-5195	Southern Virginia (2)	1-800-931-9501
Massachusetts (1)	1-888-999-5195	Washington (11)	1-800-404-2042
Michigan (5)	1-800-941-4501	Washington, DC (1)	1-888-999-5195
Minnesota (Central)	1-877-554-2224	West Virginia (5)	1-800-941-4501
Mississippi (4)	1-877-249-9179	Wisconsin (5)	1-800-941-4501
Missouri (Central)	1-877-554-2224	Wyoming (Central)	1-877-554-2224

3. Military Medical Support Office (MMSO). The MMSO may be called at 1-888-MHS-MMSO 1-888-647-6676.

³⁸ The number in parentheses is the number of TRICARE regions for the state.

³⁹ Near NSA Mid-South, Millington, TN.

Appendix H

Army Family-Team-Building Course Descriptions

1. Level I – Introduction. Designed for family members new to the Army or anyone interested in updating personal skills and basic knowledge. Level I courses, course lengths, suggested prerequisites, and course descriptions are:

Course Name: Military Terms, Acronyms, Customs and Courtesies	Length: 1 hour 35 minutes	Prerequisite: None
Course Description: Introduces the basic and unique words used routinely in military life. Team exercises reinforce the terms and meanings. Materials distributed will include a glossary of military and Army acronyms and terms; a list of the official bugle calls, including their times and purposes; a handout explaining the Army's most basic customs and courtesies.		

Course Name: The Chain of Command and the Chain of Concern	Length: 1 Hour	Prerequisite: None
Course Description: Defines the military chain of command, emphasizing command structure, symbols and the explanation of military grades and staff positions (including civilian employee equivalents). Explains the intent of the chain of concern in providing assistance to the families within a unit or organization.		

Course Name: Introduction to Military and Civilian Community Resources	Length: 1 hour	Prerequisite: None
Course Description: Provides an overview of the resources available within the military and civilian communities. Class handouts are the same as the materials provided to soldiers and civilian employees during similar courses and can be used as a checklist during departures, deployments, and other important events.		

Course Name: Benefits, Entitlements, and Compensation	Length: 1 hour 30 minutes	Prerequisite: None
Course Description: Introduces the basic benefits and entitlements received by military and civilian personnel. Guest speakers will provide expert information and handouts.		

Course Name: Family and Military Expectations	Length: 1 hour	Prerequisite: None
Course Description: Covers the expectations that soldiers, civilian employees, and their families have about the extent to which the military will “take care” of families. Also discusses what the military expects of soldiers, civilian employees, and their families regarding taking care of themselves and each other.		

Course Name: Impact of the Mission on Family Life	Length: 45 minutes	Prerequisite: None
Course Description: Discusses the Army’s mission and their impact upon soldiers, civilian employees, and their families.		

Course Name: Basic Problem-Solving	Length: 1 hour	Prerequisite: None
Course Description: Teaches the basic skills necessary to solve problems.		

2. Level II – Intermediate. Designed for military family members and individuals who are interested in gaining life skills. These courses enable individuals to enhance their relationships, develop leadership skills, deal with crises, manage conflicts, adapt to change, and improve communications. At this level, time is spent to establish and maintain Family Support Groups and encourage family members to get involved. Level II courses, course lengths, suggested prerequisites, and course descriptions are:

Course Name: Enhancing Relationship Building	Length: 1 hour 45 minutes	Prerequisite: None
Course Description: Includes concepts such as “building blocks” and “stumbling blocks” and teaches methods of maintaining successes and meeting people.		

Course Name: Introduction to Effective Leadership	Length: 1 hour 45 minutes	Prerequisite: None
Course Description: Provides instruction on leadership traits from the perspective of the group and the leader. Covers situations that normally arise and the communication essential to effective leadership.		

Course Name: Volunteer Management and Marketing Volunteer Experience	Length: 1 hour 30 minutes	Prerequisite: None
Course Description: Teaches methods of recruitment, training, retention, validation and recognition of volunteer staff within a community program. Also provides guidance on how to use volunteer experience as a resource in seeking paid employment.		

Course Name: Management Skills: Communication	Length: 1 hour 15 minutes	Prerequisite: None
Course Description: Provides instruction on types, ways, and principals of effective communication. Examples will be studied and discussed.		

Course Name: Management Skills: Conflict Management	Length: 35 minutes	Prerequisite: None
Course Description: Focuses on the balance between conflict and cooperation by stressing the functions, the types, and the methods for managing conflict within groups.		

Course Name: Management Skills: Understanding Needs	Length: 45 minutes	Prerequisite: None
Course Description: Provides instruction on Maslow's Hierarchy of Needs (physiological, safety, socialization, self-esteem, and self-actualization) and how these needs affect the group.		

Course Name: Management Skills: Crisis and Grieving	Length: 1 hour	Prerequisite: None
Course Description: Provides instruction on developing the abilities needed to manage crisis and trauma. Discusses crisis intervention and highlights the unit ministry team/community clergy.		

Course Name: Management Skills: Group Dynamics	Length: 45 minutes	Prerequisite: None
Course Description: Discusses the establishment and execution of group norms, including the various roles available within a group and how best to channel these energies.		

Course Name: Adapting to Change	Length: 1 hour	Prerequisite: None
Course Description: Teaches how to use change as a positive force within an individual's life.		

Course Name: Stress Management	Length: 1 hour 15 minutes	Prerequisite: None
Course Description: Covers the definition, causes, symptoms, and effects of stress. Discusses methods of controlling, eliminating, and properly utilizing stress.		

Course Name: Intermediate Problem-Solving	Length: 2 hours	Prerequisite: None
Course Description: Teaches problem-solving techniques through practical exercises.		

Course Name: Time Management	Length: 2 hours	Prerequisite: None
Course Description: Teaches personal and professional time management methods.		

Course Name: Meeting Management	Length: 1 hour	Prerequisite: None
Course Description: Provides instruction on effective meeting management from the decision to conducting a meeting through the meeting itself. Also discusses the roles of the various participants.		

Course Name: Networking with Community Agencies	Length: 45 minutes	Prerequisite: Level I courses and knowledge of the Army chain of command
Course Description: Discusses the importance of networking within the military and civilian community.		

Course Name: Building a Resource and Personal Library	Length: 45 minutes	Prerequisite: Level I courses
Course Description: Discusses how to build a resource library within the organization or unit. Materials will be distributed to help start such libraries.		

Course Name: Family Support Groups	Length: 45 minutes	Prerequisite: Level I courses
Course Description: Covers how to establish, conduct, and maintain a family support group and also discusses the groups relationship with the parent organization or unit.		

Course Name: Military Grade and Command Structure	Length: 30 minutes	Prerequisite: The Chain of Command and the Chain of Concern
Course Description: Provides a continuation of The Level I course, "The Chain of Command and the Chain of Concern."		

Course Name: Benefits, Entitlements, and Compensation	Length: 1 hour 30 minutes	Prerequisite: None
Course Description: Covers the benefits, entitlements, and compensation for military and civilian service. Teaches the material using basic terms that are easy for family members to understand and use.		

Course Name: Traditions, Customs, Courtesies, and Protocol	Length: 1 hour	Prerequisite: None
Course Description: Provides instruction on the traditions, customs, courtesies, and protocol of the military community.		

3. Level III – Advanced. Designed to offer training to enhance the professional growth and leadership development opportunities of family members, especially those who might assume advisory and mentoring leadership roles within the community and unit. Level III courses, course lengths, suggested prerequisites, and course descriptions are:

Course Name: Effective Communications	Length: 45 minutes	Prerequisite: Management Skills: Communication
Course Description: Students learn how to make their communication skills more effective by using paraphrasing, parroting, and feedback. The class members complete one paraphrasing exercise and one parroting exercise.		

Course Name: Listening Skills	Length: 1 hour	Prerequisite: Management Skills: Communication
Course Description: Instruction develops better listening skills by focusing on listening behaviors. Two practical exercises are conducted and handouts are distributed at the end of the class.		

Course Name: Leadership Skills	Length: 1 hour	Prerequisite: Introduction to Effective Leadership
Course Description: Classroom instruction examines the characteristics necessary to become an effective leader. Students participate in practical exercises featuring three case studies and receive materials to retain.		

Course Name: Coaching, Mentoring, and Advising	Length: 1 hour 30 minutes	Prerequisite: Experience in community leadership
Course Description: Course instruction describes successful ways to become an advisor, coach, and mentor. The class completes exercises illustrating advising, coaching, and mentoring.		

Course Name: Proper use of Lessons Learned	Length: 45 minutes	Prerequisite: None
Course Description: Classroom instruction focuses on personal application of lessons learned from experiences in everyday life by emphasizing the five elements of the learning-by-experience model. Class work includes exercises.		

Course Name: How to Develop Presentations	Length: 1 hour 30 minutes	Prerequisite: Public speaking experience
Course Description: Students learn how to develop presentations. The class members participate in practical exercise and receive handout materials.		

Course Name: How to Plan and Conduct a Workshop	Length: 1 hour 30 minutes	Prerequisite: Networking with Community Agencies and Building a Resource and Personal Library
Course Description: Students learn how to plan and conduct a workshop. The class members participate in practical exercise and receive handout materials.		

Course Name: Personality Types	Length: 1 hour	Prerequisite: Management Skills: Group Dynamics
Course Description: Course instruction describes building a cohesive team that is composed of various personality types. Materials are distributed.		

Course Name: Motivation	Length: 1 hour	Prerequisite: Management Skills: Understanding Needs
Course Description: This class offers instruction on how to successfully motivate people. The class members take part in an exercise based on Maslow's Hierarchy of Needs.		

Course Name: Building a Cohesive Team	Length: 2 hours	Prerequisite: Management Skills: Group Dynamics and Personality Types
Course Description: Students learn how to build cohesive teams by capitalizing on the uniqueness of each member. Exercises demonstrate the methods used to encourage members to work together, and students receive handout materials.		

Course Name: Advanced Problem-Solving Techniques	Length: 2 hours 30 minutes	Prerequisite: Basic and Intermediate Problem Solving
Course Description: Class members learn about group problem-solving options (e.g., problem versus solution, vertical versus lateral thinking, brainstorming, and group think). The course includes three practical exercises and materials to be distributed.		

Course Name: Group Conflict Management	Length: 1 hour 30 minutes	Prerequisite: Management Skills: Conflict Management
Course Description: Classroom instruction explores managing conflict within a group by focusing on the objective, the audience, styles of conflict, available resources, necessary preparations, and after-action procedures. Two practical exercises are conducted and materials are distributed.		

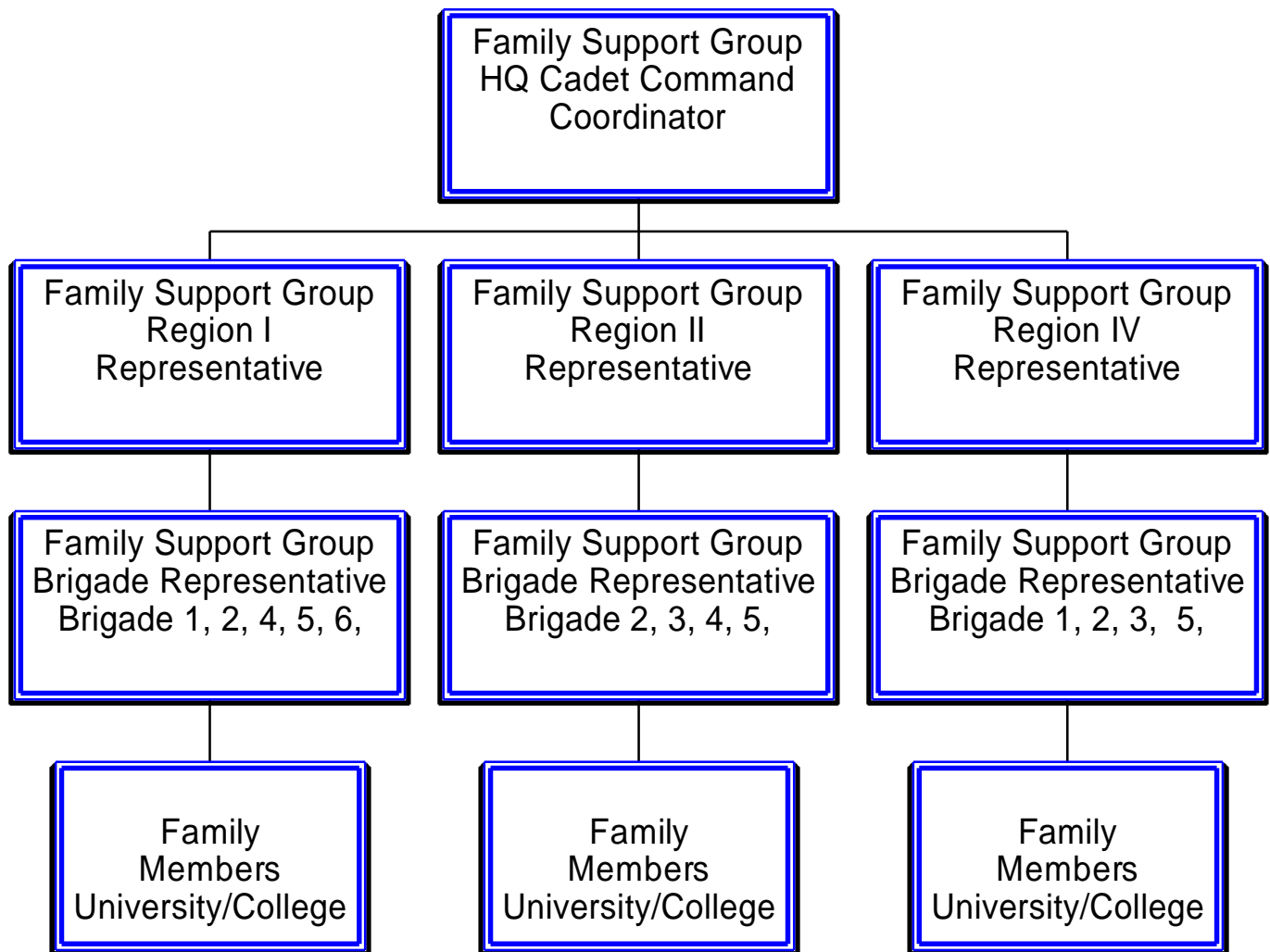
Course Name: Effective Public/Media Relations	Length: 40 minutes	Prerequisite: None
Course Description: Course instruction explores successful techniques when dealing with the media or local agencies, particularly during deployment or a tour of duty in a foreign country. Materials are distributed.		

Course Name: Understanding the Organization of the Army	Length: 45 minutes	Prerequisite: The Chain of Command and the Chain of Concern, Military Grade, and Command Structure
Course Description: This course presents an overview of the organization of the military, from the smallest unit and organization to the headquarters. Instruction focuses on the location of the audience group within the big picture. Materials are distributed.		

Course Name: Understanding Political Issues and the Army	Length: 45 minutes	Prerequisite: Understanding the Organization of the Army
Course Description: Class members receive instruction intended to heighten their awareness of the sensitivity of political issues and of the local community, as well as the military community. The course also addresses the role of the military in the process.		

Appendix I
Family Support Group Structure

CADET COMMAND STRUCTURE OF A FAMILY SUPPORT GROUP



Appendix J

Scholarships and Student Loans for Family Members

1. Federal Educational Assistance for Veterans and their Family Members.



a. All Ahead Education Program. Applicants may borrow between \$1,500-\$2,500 per year. Personnel who are eligible for these programs must be either on active duty, reservists, former members of the armed forces, or federal civilian employees. Applicants must be U.S. citizens and earn a combined household income greater than \$15,000. For Application or pre-approval, dial (800) 992-4323 ext. 1200, or write to All Ahead Education Program, 205 Van Burden St., Suite 200, Herndon, VA 22070.

b. Armed Forces Communications and Electronic Association (AFCEA) Educational Foundation.

(1) Postgraduate Fellowship—four \$3000 fellowships each year for graduates studying in disciplines related to communications, intelligence, and information systems at an accredited college in the U.S. AFCEA Educational Foundation, 4400 Fair Lakes, Ct., Fairfax, VA 22033-389 or call (703) 631-6149/(800) 336-4583 ext. 6149.

(2) General Emmett Piage Scholarship—\$1,000 per year scholarship established for U.S. students working toward a bachelor's degree in electrical engineering, electronics, communication engineering, math, computer technology, physics, or information management. For an application, send a self-addressed, stamped envelope to AFCEA Education Foundation, 4400 Fair Lakes Court, Fairfax, VA 22033-3899 or call (703) 631-6149/(800) 336-4583 ext. 6149.

c. AMVETS National Scholarships. Fifteen four-year scholarships are based on the applicant's scholastic aptitude and the demonstrated financial need. Each four-year scholarship is awarded for \$4,000 payable \$1,000 per year. For applications, contact AMVETS National Headquarters, ATTN: Programs Dept., 4647 Forbes Blvd., Lenham, Maryland 20706-4380 or call (301) 459-9600. Filing deadline is April 15.

2. Other Types of Financial Aid.

a. AFL-CIO Department of Education—the AFL-CIO provides a guide that lists numerous scholarships. Copies are \$3.00, and they may be obtained from: Scholarship Guide, AFL-CIO Publications and Materials Office, 815 16th Street, NW, Room 209, Washington, DC 20006.

b. American Medical Technologist's Scholarship—scholarships in the amount of \$250 for high school graduates interested in medical technology or medical assisting studies (this includes dental assisting). For applications contact AMT, 710 Higgins Road, Park Ridge, IL 60068, (708) 823-5169. There is an April 1 deadline.

c. The AMS Foundation for Education and Research—awards thirty-four scholarships of \$500 for undergraduate students, three \$2,000 scholarships, and one one-year full-tuition scholarship for students in metallurgy and materials science. For an application, contact the AMS Foundation for Education and Research, Scholarship Program, Masterail Park, OH 44073-0002 or call (216) 338-5151 ext. 506. There is a June 15 deadline.

d. Club Managers Association of America—provides undergraduate scholarships for students pursuing studies in hotel, restaurant and institutional management. For an application, write Club Managers Association of America, 1733 King Street, Alexandria, VA 22314.

e. The Elks National Foundation—awards numerous scholarships for undergraduate students. Scholarship, leadership, and financial need are criteria. For an application, contact your local Elks Lodge. There is an application deadline of the third week in January.

f. Foundation of National Student Nurse's Association—scholarships are to students who are enrolled in a state-approved school of nursing or pre-nursing program. For an application, send \$10 (processing fee) and a self-addressed business-size envelope with 52 cents postage to the Foundation of National Student Nurse's Association, 555 West 57th Street, Suite 200, New York, NY 10019. There is a February 1 deadline.

g. National Achievement Scholarship Program for Outstanding Negro Student—provides grants are for academically able African-Americans. Grants are based on achievement. For an application, write National Achievement Scholarship Program for Outstanding Negro Students, Suite 200, 1560 Sherman Ave., Evanston, IL 60201.

h. National Merit Scholarship Program—nationwide competition among academically talented high school students. Scholarships are for undergraduate studies. For an application, write National Merit Scholarship Program, Suite 200, 1560 Sherman Avenue, Evanston, IL 60201.

i. Student Employment and Cooperative Education—cooperative education is a unique plan of education that integrates classroom study with planned and supervised work experience. Students can earn up to \$8,000 a year. To receive information about this program, write to The National Commission for Cooperative Education, 360 Huntington, MA 02115.

3. Scholarship and Loan Reference Material.

a. Directory of Special Programs for Minority Group Members. Available from Garrett Park Press, PO Box 190D, Garrett Park, MD 20896 (\$27.00).

b. The A's and B's of Academic Scholarship. Available from Octameron Association, PO Box 2748, Alexandria, VA 22301 (\$8.00).

c. Chronicle Financial Aid Guide. Available from Chronicle Guidance Publication, Ind., 66 Aurora Street, P O Box 1190, Moravia, NY 13118-1190 (\$22.49).

d. The College Blue Book. Very expensive—recommend the local library. Available from Macmillan Publishing Company (800) 257-5755 (\$225).

e. College Cost and Financial Aid. Available from College Board Publication, Box 886, New York, NY 10101 (\$16.00).

f. Earn and Learn. Available from Octameron Association, PO Box 2748, Alexandria, VA 22301 (\$5.50).

g. Federal Benefits for Veterans and Dependents. Available from National Scholarship Research Service, 2280 Airport Blvd., Santa Rosa, CA 95403 (\$24.95).

h. Need a Lift. Available from The American Legion National Emblem Sales, PO Box 1050, Indianapolis, IN 46206 (\$3.00).

i. Financial Aid for the Disabled and their Families, by Gail Ann Schlachter and R. David Weber, San Carlos, CA Reference Service Press, 1988 Biennial.

Appendix K **Leave and Earnings Statement**

1. You might want to use your spouse's last leave and earnings statement (LES) as a guide to understand the information contained in the LES.

ARMY/AIR FORCE LEAVE AND EARNINGS STATEMENT (ACTIVE AND RESERVE FORCES)																	
ID	NAME (LAST, FIRST, MI)			SOC. SEC. NO.		GRADE	PAY DATE		YRS SVC	ETS	BRANCH	ADSN	DSSN	PERIOD			
ENTITLEMENTS				DEDUCTIONS				ALLOTMENTS				SUMMARY					
TYPE		AMOUNT		TYPE		AMOUNT		TYPE		AMOUNT		+AMT FWD					
A B C D E F G H I J K L M N O													+TOTDED				
													-TOTDEC				
													-TOTALMT				
													=NETAMT				
													-CRFWD				
	TOTAL												=EOM PAY				
LEAVE	BF BAL	ERND	USED	CRBAL	ETBAL	LOST	PAID	USELOST	FED TAXES	WAGE PERIOD	WAGE YTD	MS	EX	ADD'L TAX	TAX YTD		
FICA TAXES	WAGE PERIOD	WAGE YTD	TAX YTD	STATE TAXES	CODE	WAGE PERIOD	WAGE YTD	MS	EX	ADD'L TAX	TAX YTD						
PAY DATA	BAQTYPE	BAQDEPN	VHA ZIP	RENT AMT	SHARE	STAT	JFTR	DEPRS	2DJFTR	BAS TYPE	CHARITY	TPC	PACIDN				
REMARKS:															S2 00345 03		
DA FORM 700, MAY 92																	

2. Explanation of the LES.

LES Entry	Explanation
NAME (LAST, FIRST, MI)	Member's Name (Last, First, MI)
SOC. SEC. NO.	Social Security Number
GRADE	Pay grade (e.g., COL = O-6; SSG = E-6)
PAY DATE	Base pay computation date which reflects all creditable service for pay purposes (also known as BPED)
YRS SVC	Years of service for pay
ETS	Expiration term of service—the date on which a member is scheduled to complete his current term of enlistment or obligation
BRANCH	Branch of service (e.g., AF or ARMY)
ADSN/DSSN	Number used to identify the servicing finance office or disbursing activity
PERIOD COVERED	The pay period
ENTITLEMENTS	The money the member has earned by type and amount—includes all pay and allowance earned (e.g., basic pay, basic allowance for quarters, separate rations, and variable housing allowance)
EVEN \$ (ENTITLEMENTS)	The unpaid amount brought forward from the previous month—when the check is sent to an address, it is paid in an even dollar amount, and the remainder is brought forward to the next month
DEDUCTIONS	Deductions charged against military pay entitlements—indicated by type and amount
EVEN \$ (DEDUCTIONS)	The unpaid amount for the current month, which will be brought forward for the next month—when the check is sent to an address, it is paid in an even dollar amount
MID-MONTH PAY	The amount of mid-month payment received for the current month when the member's pay option is twice a month
ALLOTMENTS	Amounts of a member's pay which are authorized to be paid to designated individuals or institutions
AMT FWD	Dollar amount brought forward from a prior period
TOT ENT	The total entitlements before taxes and allotments are deducted
TOT DED	The total of all deductions
TOT ALMT	The total of all allotments
NET AMOUNT	Net or take-home pay for the member
CR FWD	Amount carried forward to the net pay period
EOM PAY	Amount due member after subtracting amount carried forward from the net amount
LEAVE	Leave

LES Entry	Explanation
BF BAL	Number of leave days member has at the start of the fiscal year or current enlistment (if this year)
ERND	Leave earned this fiscal year or enlistment
USED	Number of leave days used this fiscal year
CR BAL	Current leave balance. (BF BAL + ERND - USED = CR BAL)
ETSBAL	Number of leave days, to include current balance, which can accrue until ETS
LOST	Number of leave days lost the prior fiscal year
PAID	Number of leave days the member has cashed in after 9 Feb 76 (not more than 60 days during career)
USE LOSE	Number of leave days that will be lost if no more leave is taken before 1 Oct
FED TAXES	Federal Taxes
WAGE PERIOD	Federal wage earned this period that is subject to federal taxes (allowances are not taxable)
M/S	Married/single (tax filing status)
EX	Number of exemptions
ADD'L TAX	Additional federal tax withholding
FICA TAXES	Social Security taxes
WAGE PERIOD	Current FICA wage earned
SOC WAGE YTD	Social Security wage earned year to date
SOC TAX YTD	Social Security deductions calendar year to date
MED WAGE YTD	Medicare wage earned year to date
MED TAX YTD	Medicare deductions year to date
STATE TAX	State taxes
ST	State tax code
WAGE PERIOD	Current State wage earned
WAGE YTD	State wage earned year to date
M/S	Married/single tax filing status
EX	Number of exemptions
TAX YTD	State income tax withheld calendar year to date
PAY DATE	Date of pay
BAQ TYPE	A code, which correlates to the BAQ type; i.e., with dependents, without dependents, partial or single
BAQ DEPN	A code for the primary dependent of the member for BAQ purposes (e.g., spouse)
VHA ZIP	The postal ZIP code for the VHA computation
RENT AMT	Housing cost for VHA computation
SHARE	Number of military sharing expenses
STAT	Indicator that reflects whether the member is renting (R) or a homeowner (H)

LES Entry	Explanation
JFTR	Joint Federal Travel Regulation code for overseas station allowance calculation (e.g., COLA)
DEPNS	Number of dependents authorized for overseas station allowance
2DJFTR	Same as JFTR. Used when member has been granted a special entitlement
BAS TYPE	Type of separate rations received
CHARITY YTD	Charitable contributions this year
TPC	Training Pay Category Code—code which indicates the pay status for Guard or Reserve member
PACIDN	The eight digit Army Personnel Administration Center Identification Number (PACIDN) code
REMARKS	The remarks area will continue a line-by-line explanation of changes to the account throughout the month

Appendix L

Domestic-Abuse Hot-Line and Referral Numbers

The National Domestic Violence Hot Line is 1-800-799-SAFE (7233). For local information, refer to the list below (many of the phone numbers that are not toll-free accept collect calls; 800 numbers may be for in-state access only):

State	Number	State	Number
Alabama	800-650-6522 334-832-4842	Missouri	800-548-2480
Alaska	907-272-0100		314-634-4161
Arizona	602-836-0858		816-995-1000
Arkansas	800-332-4443	Montana	417-782-1772
	501-376-3219		406-586-4111
California	415-469-7637	Nebraska	406-259-8100
	916-920-2952		402-463-4677
	213-392-9896	Nevada	800-992-5757
Colorado	303-573-9018		702-423-1313
	719-633-3819	New Hampshire	800-582-7183
Connecticut	203-524-5890		603-352-3782
Delaware	302-762-6110	New Jersey	800-572-7233
Washington, DC	202-347-2777		201-881-1450
Florida	800-892-2849	New Mexico	505-624-0666
	813-344-5555	New York	800-942-6906
	305-761-1133		315-253-3356
Georgia	706-543-3331	North Carolina	800-621-HOPE (NYC)
	404-524-3847		919-683-8628
	912-439-7094		702-885-7233
Hawaii	808-595-3900	North Dakota	800-472-2911
	808-841-0822		701-572-9111
Idaho	208-525-1820	Ohio	800-543-1399
Illinois	217-789-2830		419-422-4766
	618-465-1978		614-354-1010
	708-386-4225	Oklahoma	800 522-9054
			405-557-1210
	312-561-3500	Oregon	503-239-4486
	309-582-7233		503-235-5333
	815-932-5814	Pennsylvania	800-932-4632
			412-349-4444
Indiana	812-422-5622	Rhode Island	401-723-3051
Iowa	800-942-0333		401-723-3057
	515-243-6147		401-782-3990
Kansas	800-794-4624	South Carolina	800-273-1820
	316-232-2757		803-669-4694
	913-625-4202	South Dakota	605-698-4129
Kentucky	502-581-7222	Tennessee	615-327-0805
Louisiana	504-486-0377		901-664-9727
Maine	207-324-1957	Texas	800-252-5400

Maryland	410-757-8300	Utah	801-753-2500
	301-654-1881		802-223-1302
Massachusetts	800-992-2600	Vermont	802-658-3131
	617-426-8492		800-838-8238
	508-342-2919	Virginia	804-221-0990
	413-562-5739		800-562-6025
Michigan	800-548-2480	Washington	206-734-3438
	314-875-1370		800-352-6513
Minnesota	800-289-6177	West Virginia	304-428-2333
	612-646-6177		608-255-0539
Mississippi	601-435-1968	Wisconsin	414-832-1666
			715-623-5177
		Wyoming	307-235-2814

Appendix M

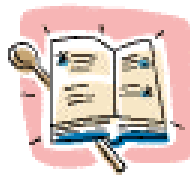
Inspirational Notes

Recipe for a Good Military Spouse

(Taken from the Canadian Army Staff College OWC recipe book of 1965-66. Original contribution by B. Papajohn)

INGREDIENTS:

4 cups intelligence
1½ cups talent
2 cups ability
1 pint comprehension
2 Tbs. good attitude
1 cup tact
2 cups (non-beaten) patience
4 cups generosity
1¾ cups (sifted) initiative
1½ cups equilibrium
1 cup assertiveness
1 cup sense of humor



Ensure all ingredients are brought to room temperature before mixing. Mix together intelligence, talent, and comprehension.

Next, mix in ability, and good attitude...just to the point of being homogeneous. Gradually add in equilibrium and generosity. Beat patience until a soft mixture.

Mix together all ingredients, generously sprinkling with good humor. Bake in an oven of determination until golden.

Temper and cover with good sense. When serving, pour over a sauce of assertiveness.⁴⁰

⁴⁰

Gender has been changed to reflect appropriate diversity issues

A True Military Spouse Is Someone Who...

- Can put eight rooms of furniture into a five-room apartment.
- Has 20 pairs of drapes and none of them fits the living-room windows.
- Can emerge sane from one motel room after spending two weeks over Christmas with four kids who all have the chicken pox.
- Can, in one week's time, pick up a house full of furniture; pile four kids, two dogs, a cat, three hamsters, a bird, and six suitcases into a station wagon; drive all the way across the country and still greet the spouse with a smile. (From desperation, I would think).
- Doesn't even blink when he gets to Germany and finds out that the household goods are in Japan.
- Has all of the kids in different states (extra points for different countries).
- Answers you in Spanish, when you speak to him in German.
- Pulls out his ID card when he goes into Super Foods.
- Finds something faintly wrong when he sees the same doctor in the hospital twice in a row.
- Knows where and what Fairbanks, Alaska is...and fears it!

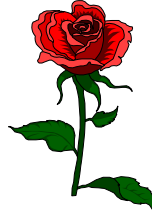


The Rose

No one knows how long
the legend has been observed.

One red rose...handed from
military spouse to military spouse
and from friend to friend.

And always with love
and deep appreciation
for a welcome, a thank you,
or merely a reminder
that we all strive for the
same goal...



a peaceful world.

Ten Commandments for Military Spouses⁴¹

- I. Thou shalt not write in ink in thy address book.
- II. Thou shalt not covet choice assignments of other branches of service.
- III. Love thy neighbor ('Tis easier if thou buyest a house on a corner).
- IV. Honor thy Commissary and Exchange as long as they both shall live.
- V. Thou shalt not ridicule a local politician, for mighty senators from local politicians grow.
- VI. Thou shall look for the best in every assignment, even though the best may be "Most childhood diseases in one year" or "Record snow in one month's time."
- VII. Thou shall remember all thy friends from all thy assignments with Greetings at Christmas, for thou never knowest when thou may wish to spendeth a night with them while en route to a new post/base.
- VIII. Be kind and gentle to retired, white-haired Exchange and Commissary customers, because thou too will be a retiree someday.
- IX. Thou shalt not curse thy husband when he's on TDY on Moving Day.
- X. Thou must never arrive at a new post/base and constantly brag about how everything was much better at they last post/base.

⁴¹ Taken from the booklet "Behind every good man..."

Thank You

T is for the **TIME** you've given.

H is for the **HELP** you lend without applause.

A is for the pleasant **ATTITUDE** you give.

N is for the **NICE** way you treat one and all.

K is for the **KINSHIP** you have shared with us.

Y is just for **YOU**—when you're needed-you are there!

O is for **OUTSTANDING**—every job you did.

U is for **UNDENIABLY** we could not have done it without you.

Appendix N

Cadet Rank and Insignia

1. Officer Rank Insignia.

Lieutenant Colonel



Major



Captain



First Lieutenant



Second Lieutenant



2. Enlisted Rank Insignia.

Command Sergeant Major



Sergeant Major



First Sergeant



Master Sergeant



Sergeant First Class



Staff Sergeant



Sergeant



Corporal



Private First Class



Private



Appendix O

Internet Resources

This resource list is limited—there are millions of resources located on the Internet.

1. Army Family Team Building.

Registration and enrollment in AFTB Level I—

<http://www.defenseweb.com/aftb/>

Registration and enrollment at Fort Gordon—

<http://www.gordon.army.mil/ROA/AFTB/>

2. Child Care.

Office of Personnel Management Family Resources (to include Child Care)—

<http://www.opm.gov/wrkfam/>.

Child Care Resources—

<http://nrc.uchsc.edu/>.

Au Pair Information—

<http://www.aifs.com/java/us/aifsaup/index2.htm>.

3. Domestic Abuse.

Domestic Abuse Resources—

<http://www.cybergrrl.com/views/dv//book/help.html>

Violence Against Women—

<http://www.ojp.usdoj.gov/vawo/>

4. Medical and Dental.

TRICARE information—

<http://www.tricare.osd.mil/>

Additional TRICARE RESOURCES—

<http://www.tricare.osd.mil/tricare/gifs/regionalmapNew.gif>

United Condordia—

<http://www.ucci.com/>

TRICARE Remote—

<http://www.tricare.osd.mil/remote/>

Comparison Chart of TRICARE Supplemental Insurance Companies—

http://www.champva.com/comparison_part1.html

5. Military Family Issues.

Army Family Liaison Office (FLO) Notes—

<http://www.hqda.army.mil/acsimweb/family/family.htm>

ACS Resources and Information—

<http://trol.redstone.army.mil/mwr/index.html>

Military Spouse Net—

<http://www.spousenet.com/>

Resources for Parenting and Family Advocacy—

<http://child.cornell.edu/toppartners.html>

Education and Special Needs Resources—

<http://www.odedodea.edu/communications/whatsnew.html>

U.S. Department of Justice, Public Access Section of the Civil Rights Division,
for Americans with Disabilities—

<http://www.usdoj.gov/crt/ada/adahom1.htm>

6. Military Sites.

US Army Cadet Command—

<http://www.rotc.monroe.army.mil>

TDY Per Diem, VHA, OHA, or COLA questions—

<http://www.dtic.mil/perdiem/rateinfo.html>

The U.S. Army Homepage—

<http://www.army.mil/>

Want to know about boards, promotions, or branch news—

<http://www-perscom.army.mil/default.htm>

Locations that issue ID Cards—

<http://www.dmdc.osd.mil/rsl/>

Army Family Information and Resources—

<http://www.hqda.army.mil/acsiweb/family/family/htm>

Info Line—

(800) 833-6622

Quarterly Army Family Newsletter—

Wassej@hqda.army.mil

7. Miscellaneous Sites.

Acronyms search—

<http://www.acronymfinder.com>

Reimer Training and Doctrine Digital Library—

<http://155.217.58.58/atdls.htm>

8. Parenting.

Resources for dealing with Teenage Children—

<http://teenagechickensoup.com/hotsites02.html>

<http://www.teenadviceonline.org/gethelp/numbers.html>

Parenting Issues for all ages—

<http://familyeducation.com/home/>

Teen Age Children's Assistance Hotline—

<http://members.tripod.com/~MelodyH/resources.html>

9. Relocation.

The Standard Installation Topic exchange Service (SITES). Information on locations closes to a military installation—

[Standard Installation Topic Exchange Service \(SITES\)](#)

Civilian Community Relocation Resources—

<http://www.virtualrelocation.com/>

Home Schooling Resources and information—

<http://www.ctelcom.net/koinonia/HmSch.htm>

<http://www.gourmetcurriculumpress.com/>

<http://www.webschooling.com/>

Relocation Information—

<http://www/militaryrelocation.com>

Traveling and relocating with your pet—

<http://www.petsonthego.com/>

10. Legal Information. <http://www.thelaw.com/home/>.

11. Scholarships.

Resources for Scholarships—

<http://smart1.finaid.org/>

Federal Financial Aid Information—

http://www.ed.gov/prog_info/SFA/StudentGuide/

Personalized Scholarship search—

<http://www.fastweb.com/>

12. Suicide.

Suicide resource information—

<http://www.suicidology.org/>

<http://www.save.org/linkspage.html>

Appendix P Sample Resume

Jane Doe
102 Research Street #6
Austin, TX 78749
(512) 555-2222

Objective

To obtain a job as an account representative in advertising or public relations firm.

Education

B.A. in Advertising, University of Austin, Austin, TX (May 1995); G.P.A. 3.8/4.0; Dean's List each semester. Texas Media Association Scholarship recipient. Scholarship based on academic achievement, campus leadership, and community service.

Experience

August 1994- May 1995. University of Austin Public Affairs. Intern/Work Study Student in the Public Affairs office. Assisted Public Affairs staff in responding to media inquiries. Researched and gathered information for news media.

May 1994 - August 1994. CS Associates, Austin, TX. Internship at advertising/public relations agency. Worked with managers on various client accounts. Organized projects and met with clients to discuss advertising and public relations objectives. Wrote articles and advertisements.

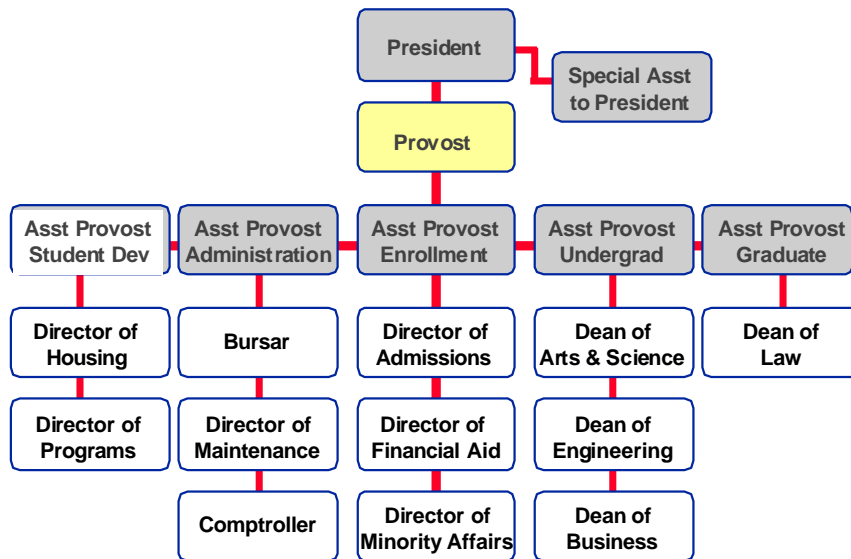
Awards and Memberships

1994 Best Article award. University of Austin Journalism Department award for best article in the student newspaper, The Leader.

Member of PRSSA - Student organization of the Public Relations Society of America

Appendix Q
University Organization Chart

University Organization Chart



Bibliography

Army Family Team Building Manual

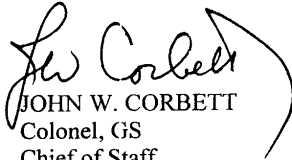
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